

**The Department of Energy  
Savannah River Site  
1993 Workforce Restructuring Plan**

**NEW RESPONSIBILITIES  
NEW MISSION  
NEW OPPORTUNITIES**

---



**AUGUST 23, 1993**

# Contents

I. Introduction.....	1
II. Changing priorities .....	5
III. Stakeholder consultation .....	11
IV. Objective .....	15
V. Staffing strategy.....	17
VI. Destaffing profiles .....	23
VII. Notification schedule .....	29
VIII. Destaffing programs .....	31
IX. Communications plan.....	43
X. Community assistance program .....	45
XI. Budget.....	53
Attachment 1: Stakeholder input, June 11, 1993	
Attachment 2: Stakeholder input, July 21, 1993	
Attachment 3: Workforce restructuring applicability	

# **The Department of Energy Savannah River Site 1993 Workforce Restructuring Plan**

*The Savannah River Site has altered the landscape and the culture of the Central Savannah River Area. Some 40 years ago, what was then the United States' largest-ever construction project transformed a rural community into an unprecedented facility for producing special nuclear materials. At the Site, University of Georgia researchers at the Savannah River Ecology Laboratory literally invented the modern science of ecology. The dichotomy of producing deadly isotopes and investigating the effects of that production on our environment resulted in the existence of an enormous parcel of land that is simultaneously a Superfund site and the Nation's first National Environmental Research Park. Proceeds from work at the Site have aided the building of a vigorous economy in a six-county region, and the employees of the Site have brought diversity to the educational, governmental, and cultural life of a once isolated Southern region.*

## **I. Introduction**

Reduced funding and revised mission guidance for the Savannah River Site for Fiscal Year 1994 requires a workforce restructuring including a reduction in Site employment of about 2,600 individuals between February 28, 1993, and October 1, 1993. The Site's challenge is to manage this reduction, minimizing as much as possible the impact on individuals and on communities surrounding the Site. Based on the latest information available, we expect about 1,400 positions to be reduced through attrition, including the ebb and flow of construction crafts and the release of temporary workers, and 1,100 positions to be reduced through retirement incentive and voluntary separation incentive programs. It is anticipated that only about 100 full-service employees will be involuntarily separated.

We also must comply with the stated requirements of and address the intent of Section 3161 of the National Defense Authorization Act for Fiscal Year 1993. There is no precedent for implementing this act. The act provides considerable flexibility in its implementation. Many other Department of Energy sites also are undergoing workforce restructuring, which raises issues of consistency in the manner in which the act is implemented throughout the Department of Energy weapons production complex. The Department of Energy's Task Force

on Worker and Community Transition has addressed many of these issues and will continue to play an active role as the process evolves.

## **The scope of this plan**

In February 1993, the Site's population totaled 24,565 with 21,978 employees working for Westinghouse Savannah River Company, who took over the Site managing and operating contract in April 1989, and Bechtel Savannah River, Incorporated. In addition, 1,130 work for Wackenhut Services, Incorporated; 604 for the Department of Energy; 204 for the Savannah River Ecology Laboratory; 80 for the United States Forest Service; and 569 for Department of Energy Savannah River subcontractors and the United States Corps of Engineers.

Wackenhut, Westinghouse, and Bechtel are the only Site contractors affected by this downsizing. Site workers included in this restructuring plan comprise full-service employees of Westinghouse, Bechtel, and Wackenhut, and temporary workers of Westinghouse and Bechtel, including limited-service employees and subcontractors.

Bechtel construction craft workers are not affected by workforce restructuring at present and, therefore, are not covered by this plan. The ongoing and continuing release of these workers is part of the normal ebb and flow of construction work. In the event that additional reductions in the construction craft workforce over and above previously planned reductions become necessary as a result of workforce restructuring, this plan will be revised to include these reductions and applicable benefits. In particular, any construction craft workers who have had continuous employment at the Site and who are separated clearly as a result of workforce restructuring will be identified. For this purpose, construction craft workers who were employed by the previous Site managing and operating contractor, Du Pont, on March 31, 1989, and who were hired by Bechtel on April 1, 1989, are considered to have continuous employment. Included in this definition are all construction craft workers who are vested in the pension and retirement plans. From a parity standpoint, these specifically identified construction craft workers will be extended appropriate benefits consistent with the guidelines of the Department of Energy's Task Force on Worker and Community Transition.

## **This document**

The purpose of this document is to set forth plans for responding to the Site's changing mission, assisting displaced and redeployed workers, mitigating the social and economic impact to communities affected by the loss of some 2,600 jobs in Fiscal Year 1993, and restructuring the workforce for the Site's emerging mission.

## **Background: The Savannah River Site**

The Savannah River Site covers some 310 square miles along the Savannah River. It is South Carolina's largest private employer, with 24,565 workers, 90 percent of whom live in six South Carolina and Georgia counties. In 1992, the Site spent \$134 million for products and services in this six-county region of influence (Aiken, Barnwell, Bamberg, and Allendale counties in South Carolina and Richmond and Columbia counties in Georgia). The total payroll for Site employees in 1993 is a little more than \$1 billion.

## **Cold War origins**

In the summer of 1950, the United States was developing a hydrogen bomb and the Soviet Union had begun nuclear weapons testing. President Truman personally asked E. I. du Pont de Nemours and Company to site, build, and operate a facility to produce tritium and plutonium

for the Nation's nuclear weapons stockpile. By the end of that year, the United States Atomic Energy Commission announced it would purchase (at an eventual cost of \$19 million) some 200,000 acres of land—73,000 acres in Aiken County, 123,000 acres in Barnwell County, and 4,000 acres in Allendale County—to build what contemporary newspaper accounts called an H-bomb plant. The site would include five nuclear reactors, two chemical separations areas, feed material facilities, and a facility to produce heavy water (water with a preponderance of its hydrogen atoms as the isotope deuterium).

The South Carolina location was chosen from over 100 possible sites because of its suitability according to these three criteria:

- **Available water.** The Savannah River provided a large, dependable source of relatively pure water. The water was needed to abate the heat generated by the production reactors and as a source for extraction of heavy water with which to moderate reactor processes.
- **Isolated land mass.** The sparsely populated land had soil suitable for building massive facilities, the climate was suitable for year-round construction, and the contiguous site was large enough to space the planned production facilities safely and securely. The site was isolated, with the nearest sizable community, Augusta, Georgia, 15 miles away.
- **Adequate transportation.** Materials for construction had to be transported to the site, and production materials would need to be shipped to other facilities in the planned nuclear weapons complex. The location was suitable because a rail line already crossed the site and the bordering Savannah River was navigable to the Atlantic Ocean.

### **Massive construction project**

Construction began in 1951 and all major facilities were completed by March 1, 1955, at a construction cost of \$1.2 billion. In magnitude and scope, the construction project surpassed any other single undertaking within the United States. It took 1,453,000 cubic yards of concrete (enough for a modern highway from Atlanta to Philadelphia), 85 million board feet of lumber (enough for a city of 15,000 homes) and 145,000 tons of steel (equal to a train 38 miles long) to build the Site.

### **Production history**

Initial operations began in October 1952, and the first reactor went critical December 28, 1953. The first shipment of plutonium left the Site December 29, 1954. The Savannah River Site continued to produce special nuclear materials until 1988, when the last operating reactor was shut down because of safety concerns.

### **Environmental priorities**

Waste management and environmental restoration have grown as elements of the Site's overall mission and are expected to increase by 35 percent through 1997.

As a consequence of almost 40 years of operation, the Site has accumulated and stored massive quantities of radioactive waste. During the next two decades, the Site will install and operate an integrated system of facilities to process, treat, and dispose of low-level radioactive wastes and mixed hazardous wastes. Foremost of these facilities is the Defense Waste Processing Facility, which will immobilize high-level waste in borosilicate glass forms for eventual disposal in the national high-level waste facility. These waste management capabilities will make the Site the Nation's leader in nuclear waste technology and application.

The environmental restoration program at the Site is expected to grow significantly in the late 1990s as the Department of Energy begins to decontaminate and decommission nuclear

facilities earmarked for retirement. Major projects are under way at the Site to clean up contaminated soils and to remove hazardous contaminants from groundwater. Future challenges include achieving consensus among key stakeholders on land use, establishing acceptance limits for residual contaminants consistent with projected land use, and developing cost-effective cleanup methods.

## **Support from the Site's neighbors**

The Site has had a long and prosperous relationship with the community surrounding it. For the most part, area citizens have accepted the nuclear industry. The fact that eight out of every ten people who spoke at the 1990 hearings for a new production reactor were in favor of it coming to the Site is evidence of the support the local community has for the Site. Within the last year, local officials and community business leaders made several trips to Washington, DC, campaigning to make the Site an integral part of the reconfigured defense complex. We continue to communicate with and to seek participation from our stakeholders as we move through the difficult task of downsizing and the challenge of focusing on our mission for the future.

## **Plan evolution**

Participation and involvement of our stakeholders, including community leaders, employees, subcontractors, and building trades and other labor unions, will be key to the ultimate success of our workforce restructuring. Stakeholder consultation has proceeded concurrently with the evolution of this plan. Stakeholders were offered the opportunity to comment on restructuring guidelines published May 14, 1993, and on draft plans published June 17, 1993, and July 22, 1993. A local stakeholder meeting was held in Aiken on June 14, 1993.

Stakeholder input has been considered in developing the various drafts of this plan. A national and local stakeholder meeting was held August 9, 1993, in Aiken to provide stakeholders another forum for expressing ideas. The revised Savannah River Site 1993 Workforce Restructuring Plan was delivered to Department of Energy Headquarters and will go to the United States Congress for review in mid to late August 1993.

In compliance with Section 3161 of the National Defense Authorization Act for Fiscal Year 1993, we will issue an annual update of this plan. The updated plan will contain an evaluation of the Site's performance in the previous year as measured against the plan. In addition, the plan will be updated as new information becomes available and as mission, programs, and the availability of funding change for the Savannah River Site.

## II. Changing priorities

*Through the Site's history, priorities and business methods have changed as the Nation's sophistication about nuclear materials grew, as the Department of Energy increased its influence, as the contractors who operate the facility changed, and as the end of the Cold War decreased the need for nuclear weapons material production.*

In the 43 years of the Savannah River Site's existence, it has gone through many changes—changes in priorities, operators, and even a name change. In tracking these changes, the Site's history can be divided into three broad eras: 1950–1988, 1989–1992, and 1993–1999.

### **1950–1988: Producing materials for nuclear deterrence**

In 1950, President Harry S. Truman wrote a letter to the president of Du Pont with a request for the company to undertake an urgent mission for the national security of the United States—to build and operate an atomic weapons facility. It was something that had never been done before. Within five years, the company had accomplished the largest single construction job ever undertaken within the United States.

The Site's number one priority was to produce tritium and plutonium for nuclear weapons. The reactors were designed, built, and operated before there were any established guidelines or standards for nuclear facilities.

Du Pont brought a strong industrial safety culture to the Site. Employees were monitored regularly for exposure to radiation. During this time, the Site won 35 safety awards. In 1987, the Site achieved the South Carolina industry safety record with 43 million exposure-hours without injury.

There was little federal oversight of Site operations. Between 1954 and 1974, the Atomic Energy Commission had a review committee of highly competent senior reactor experts to oversee operations at the Site. When the commission was disbanded in 1974, the committee was incorporated into the Nuclear Regulatory Commission, but its charter no longer included overseeing the Site's reactors. In 1982, Du Pont management created its own Reactor Safety Advisory Committee made up of top Site managers and reactor experts from the nuclear power industry.

In 1983, environmentalists filed a lawsuit forcing the Department of Energy to delay the restart of the L Reactor until an environmental impact statement was prepared. Simultaneously, others began scrutinizing Site operations more than ever before.

It wasn't until the need for nuclear weapons materials intensified in the early to mid 1980s that any substantial amount of money was spent on upgrading or maintaining facilities and equipment. In 1980, a five-year restoration program budgeted for about \$350 million was instituted. Du Pont planned to follow this with a \$300 million productivity retention program.

Du Pont announced in October 1987 that in 1989 it would not renew its contract to operate the Site, citing liability concerns, criticisms about the way it was running the facility, and the judgment that running a nuclear facility didn't fit into the corporation's mission for the future.

The three operable reactors (K, L, and P) were shut down in the summer of 1988 because of safety concerns and scheduled maintenance. In October 1988, the Natural Resources Defense Council, the Energy Research Foundation, and Greenpeace threatened to sue the Department of Energy and Du Pont if an environmental impact study wasn't done before the reactors were restarted.

On April 1, 1989, Westinghouse Savannah River Company took over operations at the Site, and the Department of Energy changed the facility's name to the Savannah River Site. This was the beginning of a new era.

## **1989–1992: Declining need for production reactors**

This would prove to be an era of dramatic change. In 1989, Westinghouse took over a priority mission of restarting the Site's K, L, and P Reactors to produce tritium and plutonium. In 1991, this mission changed to one reactor in cold standby, one reactor in warm standby, and one reactor, K Reactor, to be operated to produce tritium. At this time, the Site also became actively involved in site characterization and design development for a new production reactor. By the end of this era, the Department of Energy would defer indefinitely the new production reactor and would shut down K Reactor.

Westinghouse's first order of business at the Site was to set up a centralized engineering and project management organization, as well as onsite administrative functions such as payroll, benefits, accounting, compensation administration, and purchasing. (Du Pont ran these parts of the business from Delaware and other offsite locations.) The result was a cost savings of about \$2 million.

The Site's mission expanded and funding increased for environmental restoration and waste management activities. Focus was put on developing alternative technologies for the safe transportation and disposal of waste, on waste minimization, and on the characterization and remediation of Site settling basins and other nuclear legacy waste sites.

The Department of Energy agreed to conduct an environmental impact study before restarting any reactor. And, while getting the reactors restarted was the Site's ultimate goal, it had to be done according to state and federal environmental guidelines, such as the National Environmental Policy Act.



The Site shares all environmental data with the South Carolina Department of Health and Environmental Control and the Environmental Protection Agency, and there are quarterly meetings between Site officials and these agencies to discuss environmental concerns and issues.

Federal oversight grew tenfold. Review committees such as the Department of Energy Internal Review Panel, the National Academy of Sciences, the Defense Nuclear Facility Safety Board, and the Office of the Inspector General monitor Site contractors. The Department of Energy reviews and approves everything from press releases to proposed new groundwater monitoring techniques.

Westinghouse and Bechtel staffing levels grew from 18,657 in April 1989, to a peak of 24,117 in January 1991, before starting a downward turn as the repercussions of the end of the Cold War hit home.

Another change during this era was a commitment by the new contractor to develop a technology transfer program and to establish working relationships with regional universities. Westinghouse spearheaded a drive to protect intellectual property at the Site, to encourage collaboration with universities, and to promote the transfer of Site technology to local governments and private industries.

In April 1989, there was less than one million dollars in contracts with South Carolina and Georgia universities. Today, working relationships with these schools have led to contracts valued at nearly \$30 million.

The technology transfer program went from last place in the Department of Energy complex in 1988 to first place in 1991. Westinghouse filed more than 15 percent of all federal laboratory patent disclosures in 1991. This explosive growth in protecting intellectual property has paralleled a rapidly expanding involvement in partnerships with industries and universities. As it turned out, initiatives such as these would form a cornerstone for the Site's evolving post-Cold War mission.

As in the previous era, safety remained the Site's number one priority. All workplace injuries are recorded. The Site's safety record is excellent and goes above and beyond government specifications and private industry's safety performance. In 1991, the recordable-injury rate for all industry was 11 times higher than the rate at the Site.

## **1993–1999: Restructuring for post-Cold War missions**

In January 1993, the Department of Energy signed an agreement with state and federal environmental regulatory agencies detailing a 30-year cleanup program for the Site. The agreement gave the Environmental Protection Agency and the South Carolina Department of Health and Environmental Control oversight authority for cleanup, while requiring the Site to do the work. The agreement sets expectations and will include deadlines to have cleanup done. It also requires creating a citizens review board so citizens can provide input for cleanup.

In February 1993, the Department of Energy directed Westinghouse to place the K Reactor in cold standby with no planned restart provisions and to phase out the Site's capability to reprocess fuel. After almost 40 years of reliably producing nuclear materials for the Nation's stockpile of nuclear weapons, the Site has reached a strategic crossroads that represents a new era for the Site and its stakeholders. The geopolitical conditions that required a large and diverse nuclear weapons stockpile have changed with the end of the Cold War. The Department of Energy has placed increasingly greater emphasis and resources on solving the problems of nuclear-generated waste and environmental pollution, which are the legacy of decades of weapons production.

In response to these changing conditions, the Site must undergo major programmatic and structural changes during the next decade and beyond. These changes represent many opportunities, as well as significant challenges.

Under the Department of Energy's new, post-Cold War priorities, the emerging mission for the Site comprises the following four broad areas:

- **National defense:** Producing products and providing services that contribute to national defense interests, including nuclear deterrence, disarmament, and safeguards.
- **Environmental restoration and waste management:** Stabilizing and disposing of nuclear and hazardous wastes, cleaning up soil and groundwater contamination, and decontaminating and decommissioning retired facilities, including the development and demonstration of needed technologies.
- **Related technology applications:** Providing diversified services, products, and technology transfers related to our core competencies and capabilities that mutually benefit national defense, strengthen our national economy, and enhance the global competitiveness of our Nation's private industries.
- **Accountability and cost effectiveness:** Managing and operating the Site in a manner designed to protect the environment and the health and safety of employees and the public, to involve and to instill trust and confidence among all stakeholders, and to continually seek improvements in the conduct of our operations.

The Site already has laid a foundation for meeting its new mission.

K Reactor is being placed in cold standby, plutonium operations in F-Area facilities are being phased out, and spent fuel processing in H-Area facilities is scheduled to be terminated once irradiated aluminum-clad fuels are processed.

The Site's continual commitment to improving its tritium-handling capabilities by developing new technology has resulted in the Replacement Tritium Facility. The facility is designed to replace Site facilities that have been processing tritium for 35 years. It features the latest in metal hydride technology—a technology that offers a safer, more cost-effective method of storing, separating, purifying, pumping, and compressing hydrogen isotopes. Unloading, recycling, and storing tritium will continue as the Site's principal defense production activity.

Other nuclear materials production facilities will undergo a deliberate process of transition from an operating status to a safe, secure, shutdown status over the next several years. This will require processing and stabilizing nuclear materials for safe storage or disposal, and cleaning out process lines and equipment of chemicals and residual nuclear materials.

The environmental restoration program at the Site is expected to grow significantly in the late 1990s as the Department of Energy begins decontaminating and decommissioning the retired nuclear facilities. Major projects are under way to remove hazardous contaminated soils and to remove hazardous contaminants from the groundwater. More than 400 actual and potential waste sites have been identified on the Site, and as of May 1993, seven waste sites were closed and certified under the Resource Conservation and Recovery Act. Cold chemical runs at the Defense Waste Processing Facility are under way.

Future challenges include seeking a consensus among key stakeholders on future land uses for the Site, establishing acceptance limits for residual contaminants consistent with projected land use, and developing and executing cost-effective cleanup methods.

The Site's Savannah River Technology Center is the applied research and development section. The center has developed numerous technologies that can be used in the commercial world and across the Department of Energy complex. One example is the leadership role played by the center in developing innovative robotics equipment systems. The Site and Georgia Technical Institute modified a robot to conduct inspections of waste drums that humans

couldn't do because of exposure hazards and because of the enormous number of drums. This technology will be applied complexwide.

The Site also has a strong foundation in education initiatives. The biggest program is the interaction between the Savannah River Technology Center and local universities, through the South Carolina Universities Research and Education Foundation and the Education, Research and Development Association of Georgia Universities.

The Site also will continue to build on its unique annual operational planning process to define tasks, milestones, resources, and budgets at each level of the Site's work breakdown structure. This process enables Site contractors and Department of Energy counterparts to agree on task content and to form a basis for work scope authorization, management, change control, and performance assessment. This process is serving as a complexwide model for task order contracting between the Department of Energy and its contractors.

With its extensive and diversified infrastructure of human, technological, and physical resources, the Site is in a unique position to serve the Department of Energy through other future opportunities. For example, the Department of Energy's defense mission will be conducted in a reconfigured and streamlined nuclear weapons complex, known as Complex 21. The Site will pursue opportunities to be a major contributor to Complex 21 operations, especially in four significant areas:

- Tritium component recycle, loading, and storage through expanded use of the Replacement Tritium Facility.
- Production of tritium in a new production source or reactor that also could be the source for other needed radioisotopes such as Pu-238.
- Plutonium component manufacturing and recycle processing in a new plutonium plant.
- Disposition of excess plutonium.

The Department of Energy must decide what will be done with excess plutonium now that many of the Nation's nuclear weapons are being destroyed under a treaty with Russia and other former Soviet republics. Congress has asked the National Academy of Science to recommend ways to deal with the plutonium, and the Savannah River Site is working actively with the Academy on this issue. Academy representatives have visited the Site on two occasions, and the Site continues to research solutions to the plutonium issue.

The Site believes it has the manpower and facilities to dispose of the plutonium, and supports several disposition activities, including:

- Long- and short-term storage.
- Burning the plutonium in a reactor (that also could produce tritium, as needed, in the process).
- Vitrification in the Defense Waste Processing Facility.

Another example of possible future opportunities comes from the Site's involvement in the International Thermonuclear Experimental Reactor. The development of fusion energy represents an ideal alternative to fission and the highly radioactive waste fission produces. An international team composed of the United States, the European community, Japan, and Russia is pursuing the development of a fusion reactor to demonstrate the feasibility of fusion energy.

The project, called the International Thermonuclear Experimental Reactor, may come to rely on Savannah River Site technology and expertise. The Site has made a strong pitch for contributing to the project, and the team has shown great interest in the Site's capabilities—like the unique tritium-processing facilities employing metal hydride technology; broad experience in safety, regulatory, and licensing issues; and success in handling large projects. For these same reasons, the Site also is considered a possible site for the experimental reactor.

**The Site views the fusion project as a chance to leverage the Department of Energy's defense investment into a significant nondefense national objective.**

### **III. Stakeholder consultation**

*Throughout the course of our planning for restructuring the Savannah River Site, we have consulted Site employees and neighbors, whose support of our mission has sustained this facility for more than 40 eventful years. In developing the plan, we actively sought input from the workforce and from representatives of the community, state and local government, and labor unions.*

The National Defense Authorization Act for Fiscal Year 1993 requires the Department of Energy to consult with Site stakeholders affected by the change in workforce during development of the workforce restructuring plan. All areas of the workforce restructuring plan have been developed using information from a cross-section of Site organizations and community leaders to ensure compliance with this requirement of the act.

#### **Stakeholder input during development of plan**

Savannah River Site stakeholders were consulted for input to the workforce restructuring plan through stakeholder meetings held on June 14, 1993, and August 9, 1993, three separate mailings, and two comment periods during the seven weeks between May 14, 1993, and July 2, 1993. All mailings included executive letters and enclosures regarding development of the workforce restructuring plan. They were sent to 139 community leaders, 80 subcontractor companies, 14 representatives of building trades, and all contractor employee groups: 15,500 Westinghouse full-service and limited-service employees, 2,600 Bechtel nonmanual employees, 2,500 Bechtel construction craft employees, and 1,130 Wackenhut employees.

The first mailing included an overview of the elements of the draft plan and the general planning guidelines provided by the Department of Energy's Task Force on Worker and

Community Transition. In the first comment period generated by this mailing, stakeholders were invited to provide input to the following areas:

- Human resource planning
- Retention of core competency
- Early retirement incentive
- Retraining for retained employees
- Retraining for terminated employees
- Educational assistance plan
- Outplacement assistance program
- Employee assistance program
- Relocation assistance
- Severance pay
- Extension of medical benefits
- Community assistance

The second mailing included a synopsis of the June 17, 1993, draft of the workforce restructuring plan and informed stakeholders where they could access and review the June 17, 1993, issue of the complete draft plan. The third mailing included a supplement to the draft plan containing newly approved elements of the restructuring process. In the second comment period generated by these mailings, stakeholders were invited to provide input to the following sections included in the June 17, 1993, issue of the draft plan:

- Executive summary
- Background
- Changing priorities
- Stakeholder consultation
- Objective
- Staffing strategy
- Destaffing profiles
- Notification schedule
- Destaffing programs
  - Voluntary separation incentives
  - Training
  - Educational assistance
  - Severance pay
  - Outplacement
  - Employee assistance program
  - Continuing benefits
  - Relocation assistance
  - Medical monitoring program

- Communications plan
- Community assistance program
- Plan updates
- Attachments

As responses were received, they were collected and divided into three categories: questions, views, and ideas.

**Questions.** Questions were issued to the appropriate, responsible individual or organization for a response. The information is compiled periodically and issued in question and answer bulletins disseminated to employees.

**Views.** Views were considered in light of their representation of stakeholders at large and their potential impact on workforce restructuring .

**Ideas.** All ideas received from both the first and second stakeholder comment periods were reviewed and considered for incorporation into the workforce restructuring plan. Stakeholder ideas were grouped and reviewed within the context of the specific topic for which they were submitted. Dispositioning of ideas was based on several criteria, including:

- Stewardship of funding to ensure cost effectiveness.
- Balancing the needs of all stakeholder groups to ensure a fair and equitable process.
- Compliance with Section 3161 of the National Defense Authorization Act for Fiscal Year 1993.

In order to maintain an equilibrium between cost-effective use of resources and funds while ensuring maximum support and fair processes for all affected employees, some stakeholder ideas are not included in the plan. Most of the ideas not included are related to increasing the scope of and the benefits associated with the retirement incentive and voluntary separation programs. These programs as designed are deemed to be reasonable and cost effective. Many other ideas already are part of the plan. Those ideas that met the criteria for being incorporated in the draft plan were handled as follows:

- Ideas that could be readily incorporated were included in the plan.
- Ideas which primarily focused on suggested new mission and required additional research were assigned to the appropriate Site office for followup.
- Ideas that could not be dispositioned locally were referred to the Department of Energy's national Task Force on Worker and Community Transition.

Responses to the two periods were entered into a computerized database to facilitate logging, tracking, and developing reports to include overall summary assessments of the general themes, proposals, concerns, and questions and a more specific summary assessment targeted for each stakeholder group's input on each area.

Attachments 1 and 2 provide these reports and copies of the letters mailed to stakeholders. The response rates for all groups during the two comment periods are as follows:

- Community leaders, four percent and six percent.
- Subcontractors, six percent and one percent.
- Westinghouse employees, five percent and two percent.
- Bechtel employees, three percent and one percent.
- Wackenhut employees, one percent both periods.

Of all responses, the majority include suggestions that we offer sufficiently attractive voluntary separation incentives to ensure that the number of employees to be involuntarily separated is minimized. The early retirement and voluntary separation programs are described in Section VIII, Destaffing Programs, of this plan.

Also included in Section VIII, Destaffing Programs, are details of other assistance to be offered to displaced workers consistent with input from our stakeholders. The following are examples of stakeholder input included in this plan:

- Retraining for displaced workers, including those transferred to other programmatic areas on Site and those whose employment at the Site is terminated.
- Offering terminated workers access to information on job opportunities elsewhere.
- Providing outplacement assistance, including résumé preparation assistance to terminated workers.
- Conducting a job fair.
- Providing relocation assistance to terminated workers who transfer to other Department of Energy sites.
- Offering educational assistance to terminated employees.
- Extending medical benefits to terminated employees.

Many comments reflect a concern that the identifying of workers to be involuntarily separated be done in a fair and equitable manner. Section V, Staffing Strategy, outlines the process we will follow as we embark on this difficult task.

Other comments concern the need to focus on a new mission for the Site and to encourage the growth of new, high-technology industry in the Central Savannah River Area. Section II, Changing Priorities, and Section X, Community Assistance Program, discuss our plans to build on our current strengths for a strong future for the Site and our neighboring communities.

The July 22, 1993, draft of the plan, including extensive stakeholder input, was mailed to community leaders, representatives of building trades, and subcontractors, and was made available to all employees.

A national stakeholder meeting was held August 9, 1993, in Aiken to provide both local and national stakeholders another forum for expressing ideas. The chairman of the Department of Energy's Task Force on Worker and Community Transition, participated in the meeting.

An issue was raised at the August 9, 1993, public meeting and during the previous comment periods regarding a request from several Bechtel employees previously employed by construction subcontractors under Du Pont. These employees, who were hired by Bechtel when cost plus fixed fee subcontracts expired, requested they be given credit for their years of subcontractor service so they can meet the eligibility requirements for the early retirement incentive program which included retiree medical coverage that was offered to Westinghouse and Bechtel employees. This issue is currently being analyzed but is not yet resolved as it is complicated and has significant ramifications. Once a decision is made regarding this issue, the workforce restructuring plan, if necessary, will be updated and appropriate actions taken.

The Painters and Allied Trades (Local 1756) expressed a view at the August 9, 1993, public meeting that construction craft workers being released from the Site should receive benefits under the workforce restructuring plan. This view also was expressed by other building trades during the stakeholder comment periods. The ongoing and continuing release of construction craft workers is part of the normal ebb and flow of construction work. In the event that additional reductions in the construction craft workforce become necessary as a result of workforce restructuring, this plan will be revised to include these reductions and applicable benefits.



## **IV. Objective of the Savannah River Site Workforce Restructuring Plan**

*Throughout the course of our planning, we have sought to balance the pressing budgetary need to reduce spending at the Savannah River Site while considering the well-being of employees who will be terminated and employees who will continue to work on the new mission. We have endeavored to plan the components of the process to minimize the financial and emotional burdens of the people directly affected.*

The objective of this plan is to manage the restructuring of the Site's workforce consistent with the Clinton Administration's program for defense conversion through:

- Minimizing involuntary separations.
- Minimizing the impact on individuals who are involuntarily separated.
- Alleviating the detrimental effect on the surrounding communities.
- Ensuring identification and retention or tracking of persons with essential knowledge and skills needed to operate K Reactor as a contingency in the event that the restart of this reactor would become critical to the Nation's defense needs.
- Maintaining the integrity of the critical skills required to safely and responsibly operate the Site.
- Restructuring and reorganizing Site operations to support the Clinton Administration's plans for defense conversion and Department of Energy Secretary Hazel O'Leary's strategic objectives.



## V. Staffing strategy

*Consistent with the Energy and Water Development Appropriations Committee direction, we will continue to review thoroughly the contractor employment levels at the Savannah River Site with the intent of reducing them as much as practical and operating the Site as efficiently as possible.*

With dramatic changes in world geopolitical conditions signaling an apparent end to the Cold War, Site contractors took steps during Fiscal Year 1992 to control staffing levels in anticipation of reduced defense program funding and a redirected mission in Fiscal Year 1994. These steps were taken with the intent of supporting critical, priority work, while minimizing the potential of a future layoff of full-service employees.

### **Fiscal Year 1992 staffing strategy**

Wackenhut instituted a hiring freeze in Fiscal Year 1992, realigning administrative support services, while ensuring adequate security of Site facilities. Attrition was used to reduce staffing during the year. Each critical position that became vacant was filled through an internal process of selecting and transferring the best qualified candidate.

Westinghouse and Bechtel instituted a staffing strategy in Fiscal Year 1992 that limited the hiring of full-service employees to those possessing critical skills that were not otherwise available on Site and that were needed to support critical, priority activities, primarily in the environmental restoration and waste management mission areas. Steps were taken to discontinue or defer lower-priority work in administrative support areas and to begin transferring full-service employees to higher-priority work areas.

However, the funding and mission guidance for Fiscal Year 1992 increased the scope of work in environmental restoration and waste management at a greater rate than the rate at which the scope of work in defense program areas was decreasing. To accommodate this increased need without hiring additional full-service employees, Westinghouse increased the use of temporary workers. At the time this staffing strategy was implemented in Fiscal Year 1992, Westinghouse and Bechtel believed that, except for the continued normal ebb and flow of Bechtel construction craft workers, the upcoming reduction in funding and mission guidance for defense programs in Fiscal Year 1994 could be accommodated by releasing these temporary workers without a reduction in force of full-service employees. Using temporary workers to cover peak staffing needs is cost-effective in the long run compared with the cost and impact to the workforce of a reduction in force of full-service employees.

### **Fiscal Year 1993 staffing strategy**

The Fiscal Year 1992 staffing strategies were continued into Fiscal Year 1993. During this time, the Site's top priority still was to restart the K Reactor successfully, and then put it in a standby condition from which it could be brought back into operation within five years. In February 1993, the Department of Energy issued the Site's funding and mission guidance for Fiscal Years 1995 through 1999, including revised guidance and reduced funding for Fiscal Years 1993 and 1994. Projected funding was reduced across all mission areas. The significant changes included ordering the K Reactor to be placed in cold standby with no plans for restart and ordering reactor materials facilities to be shut down. Anticipating that this would have a greater impact on staffing levels than previous funding and mission guidance, the Department of Energy directed Westinghouse to institute a hiring freeze.

During March 1993, as Westinghouse developed its outyear budget requests in response to the new guidelines, it became apparent that the planned release of temporary workers may not be sufficient and that a reduction in force of full-service employees may be required. On April 2, 1993, Dr. Mario Fiori, manager of the Department of Energy Savannah River Operations Office, issued the notification of the pending reduction in workforce required under the National Defense Authorization Act for Fiscal Year 1993. Similar notifications were issued by Westinghouse on April 5, 1993. Bechtel issued its notice April 7, 1993, and Wackenhut issued its notice May 14, 1993.

In assessing Fiscal Years 1993, 1994, and the outyear funding and mission guidance, Westinghouse chose to develop a budget that would reduce staffing levels by the end of Fiscal Year 1993 below that which could be supported by immediate funding in order to achieve a one-time reduction in force. Through discontinuing or deferring lower-priority work, restructuring for improved organizational efficiency, and realigning priorities to focus on its new post-Cold War mission, Westinghouse intends to begin Fiscal Year 1994 with a staffing level from which expected funding reductions in Fiscal Year 1994 and outyears can be accommodated through normal attrition. Westinghouse anticipates that a one-time reduction in force coupled with organizational and priority restructuring will enable it to more quickly recapture worker productivity and a commitment to excellence.

Wackenhut staffing levels are directly tied to facility operations and therefore, cannot be reduced until facilities are shut down. On the basis of its new funding guidance and the current schedule for the phaseout of defense facility operations, Wackenhut will reduce its workforce over a three-year period with the first reduction by the end of Fiscal Year 1993, the second by the end of Fiscal Year 1994, and the third by the end of Fiscal Year 1995.

## Workforce restructuring staffing strategy

Under the new funding and mission guidelines, growth in environmental restoration program areas is not sufficient to offset the decrease in defense program areas. In addition to the displacement of excess defense program workers, many administrative support workers also will be displaced as indirect and general and administrative funding is reduced in proportion to the overall reduction in direct programmatic funding. Since the hiring freeze was put into place in February 1993, normal attrition coupled with the normal ebb and flow of Bechtel construction craft employees has reduced staffing levels by more than 800 from February 28, 1993, through July 31, 1993. The continuing release of construction craft workers, limited-service employees, and subcontractors will result in additional attrition of about 600 from August 1, 1993, through September 30, 1993. In addition, the voluntary separation incentive programs offered by Westinghouse, Bechtel, and Wackenhut resulted in almost 1,100 individuals electing to retire or otherwise voluntarily separate. Although some of the positions vacated by these individuals are critical and will require backfilling, the high participation in these voluntary programs has reduced the need for involuntary separations to about 100 full-service employees.

Westinghouse and Bechtel positions filled by temporary workers have been assessed to determine whether the positions are critical to the new Site mission and therefore will continue to be funded. Temporary workers in noncritical positions are being released as their contracts or terms of employment expire. Temporary workers in critical positions will be retained, including extension of contract or terms of employment where necessary, until displaced full-service employees can be identified and trained to fill these positions. In addition, a reduced number of limited-service employees and staff augmentation subcontractors will be retained to complete peak work activities.

Skills associated with open positions, including new positions in environmental restoration and waste management program areas as well as positions vacated by retirement, voluntary separation, or release of temporary workers, are being matched with the skills of about 740 displaced full-service employees. Training will be provided, as appropriate, to enable these employees to fill these positions.

It is expected that, by mid-September, after completion of the process of matching displaced employee skills and qualifications with those required to fill open positions, a small number of involuntary separations will be required. Westinghouse and Bechtel exempt full-service employees will be identified for involuntary separation based on individual performance and the match of individual skills and qualifications with available open positions. Westinghouse and Bechtel nonexempt employees will be identified for involuntary separation based on seniority within each nonexempt seniority unit. Exceptions to the seniority rule may be applied at management's discretion where the ensuing bumping would impact the ability to meet critical mission needs.

In addition, Westinghouse is assessing its organizational structure with a focus on span of control. Streamlining organizations, consolidating functions, and reducing management layers will result in the displacement of a number of managers. Some of these managers have elected participation in the voluntary separation incentive programs. Others may be transferred to other available assignments, depending on their skills and individual performance records. However, it is expected that some of these managers will be involuntarily separated. In addition, management and supervisory positions are being evaluated as part of the restructuring. Positions determined to be professional rather than management will be recoded as such.

In parallel with the above process, a program will be implemented to identify individuals having fundamental knowledge and skills, constituting a core competency, that would be required if in the future the Department of Energy decides that restarting the K Reactor is

crucial to the Nation's defense needs. These individuals will be retained, where appropriate, or tracked if they elected to voluntarily separate or if they are involuntarily separated.

Because of a combination of attrition and participation in Wackenhut's voluntary separation incentive program, no further reductions in Wackenhut staffing will be required by the end of Fiscal Year 1993. As critical nonbargaining unit positions become vacant through attrition, voluntary separation, or reassignment, the best skilled and qualified individuals are being selected to fill the critical positions. Vacant bargaining unit positions are filled based upon seniority.

In general, Site contractors having openings during the reduction in force will fill those positions giving preference in hiring in the following order:

- First preference will be given to displaced full-service employees of the Site contractor having the opening.
- Second preference will be given to displaced full-service employees from the other onsite contractors.
- Third preference will be given to displaced full-service employees from management and operating contractors at other Department of Energy sites.
- Fourth preference will be given to displaced temporary workers at the Site.
- Fifth preference will be given to displaced temporary workers from other sites.
- The last option will be to hire from outside of the Site and Department of Energy complex.

It is understood that all full-service employees whose Site employment is terminated due to workforce restructuring will receive preference in hiring at other Department of Energy sites. Other displaced workers will have access to the DOE résumé bank.

It also is understood that local communities are impacted by a loss of employment at the Site regardless of whether the individuals losing their employment are full-service employees or temporary workers. Assistance afforded to temporary workers and to communities will be designed to mitigate this impact.

## **Fiscal Year 1994 staffing strategy**

The hiring freeze will continue into Fiscal Year 1994. Exceptions will be granted on a case-by-case basis where special skills not otherwise available on Site are required for priority work activities. In support of the Department of Energy's privatization objectives, the Site will continue to contract services where it is cost effective to do so.

Site recall policies will be in effect in the event that nonexempt vacancies are identified and approved during Fiscal Year 1994. Westinghouse nonexempt employees and Bechtel nonmanual nonexempt employees who are involuntarily separated will be eligible for recall up to 24 months after termination. The recall will be based on retained unit seniority. Westinghouse nonexempt employees and Bechtel nonmanual nonexempt employees who elected to voluntarily separate were required to forfeit their recall rights. Wackenhut bargaining unit employees who elected to voluntarily separate retained their recall rights for 18 months after termination. Any Wackenhut recall will be based on seniority, Site performance, and ability to meet the qualifications of the vacant position.

There is no recall policy for exempt employees. However, in the event that exempt vacancies are identified and approved during Fiscal Year 1994, preference will be given to involuntarily separated Westinghouse and Bechtel exempt employees who have not found other employment. Hiring consideration for these employees will depend on a suitable match of the individual's skills and qualifications with those required to fill the vacant position. Wackenhut

does not plan to involuntarily separate any nonbargaining unit employees due to workforce restructuring in Fiscal Year 1993. If any such separation does occur, the same practice will apply as described above for Westinghouse and Bechtel exempt employees.





## VI. Destaffing profiles

*As we move through the difficult process of identifying individuals for involuntary separation, we will strive to avoid creating an adverse impact on groups protected by Title VII of the Civil Rights Act, as well as applicable state and local statutes. We also will be sensitive to the potential for creating undue individual economic hardships. We will ensure that we retain the diversity of our current workforce. We will balance these considerations with the need to be fair and equitable in our treatment of employees.*

In February 1993, staffing at the Savannah River Site totaled 24,565, including full-service employees, temporary workers, and special-purpose subcontractors. Distribution of this staffing among the Department of Energy Savannah River Operations Office, its contractors, and subcontractors is shown below.

Department of Energy	
Savannah River Operations Office	604
Westinghouse Savannah River Company and	
Bechtel Savannah River, Incorporated	21,978
United States Forest Service	80
Savannah River Ecology Laboratory	204
Wackenhut Services, Incorporated	1,130
Other (including United States Army Corps of	
Engineers, Stone and Webster, Halliburton NUS)	569

Of this total, Westinghouse, Bechtel, and Wackenhut—the only Site contractors presently affected by workforce restructuring—comprised 23,108 full-service employees and temporary workers. A more detailed staffing profile of these organizations is provided in Table VI-1. Definitions of the various employment categories within these organizations are provided

below. The staffing numbers shown in Table VI-1 are projected. The actual distribution and total number following completion of the reduction in force may vary from the projected distribution.

**Full-service employees** are defined as full-time, "permanent" employees of either Westinghouse, Bechtel, or Wackenhut. The term comprises the following categories of employees: exempt employees, including managers, supervisors, and professionals; and nonexempt employees.

**Temporary workers** are all other workers who are hired or contracted by the companies to perform in a less-than-permanent capacity. Bechtel construction craft workers, limited-service employees, and subcontractors are considered temporary workers.

**Bechtel construction craft workers** are hired through the building trade union halls.

**Limited-service employees** are any workers hired under an individual employment contract with Westinghouse or Bechtel to perform work on a temporary basis for less than one year or on a part-time basis for no more than 1,664 hours in any consecutive 12-month period.

**Staff augmentation subcontractors** are individuals brought in under a contract who perform a work assignment having a duration of greater than 30 days, are co-located with a Westinghouse/Bechtel organization, perform a level-of-effort work scope that could be performed by a full-service employee, and to whom Westinghouse or Bechtel provide, day-to-day supervision. This category includes the following types of individuals:

- Individuals brought in via subcontract with external agencies (external services) through basic order agreements.
- Individuals obtained from parent companies of Westinghouse and Bechtel through an interwork requisition.
- Individuals obtained via contract with another government managing and operating contractor.
- Task order contractors when used for staff augmentation.

**Cost plus fixed fee subcontractors** are nonmanual and hourly craft personnel who are employees of a company with whom Westinghouse has contracted for performance of construction activities.

**Full-service design contractors** are companies with whom Westinghouse has contracted for the performance of design activities supporting construction projects. These are considered level-of-effort contracts. A monthly head count for these contractors is provided through a full-time equivalent calculation.

**Project engineering service contractors** are companies with whom Westinghouse has contracted for the performance of design activities supporting construction projects. These are controlled, task order contracts. A monthly head count for these contractors is provided through a full-time equivalent calculation.

Tables VI-2 and VI-3 provide profiles of projected excess positions by function. Table VI-4 profiles the projected composition of the total reduction of 2,600 positions. Note that the actual distribution and total number following completion of the reduction in force may vary from the projected distribution.

**Table VI-1. Destaffing profile: Summary by company and employment category of total workers on February 28, 1993, and projections for the 30 beginning of Fiscal Year 1994 (October 1, 1993). Note: Actual distribution and total number may vary from projected distribution.**

Company	Employment category	On roll February 28, 1993	Projected October 1, 1993
Westinghouse/ Bechtel		total = 21, 978	19,436
	Full-service	total = 17, 582	16,440
	Exempt	10,452	9,797
	Nonexempt	7,130	6,643
	Temporary worker	total = 4,396	2,996
	Construction craft	2,662	2,098
	Limited-service	533	35
	Subcontractor	subtotal = 1,201	863
	Staff augmentation	416	259
	Cost plus fixed fee	60	80
	Full-service design contractor	150	82
	Project engineering service contractor	575	442
Wackenhut	Full-service	total = 1,130	1,072
	Exempt	282	272
	Nonexempt	848	800
Sum for three companies		total = 23,108	20,508

**Table VI-2. Profile of projected excess exempt positions. Note:  
Actual distribution and total number of excess  
positions may vary from projected distribution.**

<b>Category</b>	<b>Projected number of excess positions 2/28/93 to 10/1/93</b>
<b>I. Management</b>	
Manager	501
Supervisor	87
<b>II. Administrative</b>	
Accounting professional	19
Administrative assistant	60
Buyer	7
Computer professional	18
Human resources professional	5
<b>III. Technical</b>	
Computer engineer	15
Construction management	156
Engineer	389
Project management	38
Scientist	2
<b>IV. Production/technical support</b>	
Maintenance coordinator	12
Operations specialist	13
Procedure writer	32
Technical specialist	12
Technical support specialist	13
Trainer	47
Work control	53
<b>Total exempt positions</b>	<b>1,479</b>

**Table VI-3. Profile of projected excess nonexempt positions.**  
**Note: Actual distribution and total number of excess positions may vary from projected distribution.**

<b>Category</b>	<b>Projected number of excess positions 2/28/93 to 10/1/93</b>
Clerical	305
Construction crafts	413
Electrical and instrumentation mechanic	78
Equipment repair	7
General services operator	29
Guard service	48
Laboratory technician	25
Maintenance mechanic	71
Material processor	11
Medical	4
Mobile equipment repair	9
Project technician	5
Quality inspector	11
Reactor materials operation	18
Reactor operation	70
Rigging mechanic	13
Works engineering	4
<b>Total nonexempt positions</b>	<b>1,121</b>
<b>Total exempt positions from Table VI-2</b>	<b>1,479</b>
<b>Grand total</b>	<b>2,600</b>

**Table VI-4. Profile of personnel reductions from February 28, 1993, to October 1, 1993.**

2,600	Total personnel reduction required
-800	Attrition February 28, 1993, through July 31, 1993
-719	Employees electing retirement incentive program
-377	Employees electing voluntary separation incentive option
-213	Projected construction craft ebb and flow August 1, 1993, through September 30, 1993
-391	Projected limited-service employees and subcontractors to be released by September 30, 1993
-100	Projected full-service employees to be involuntarily separated

**Note:** This is an approximate estimate of the makeup of the reduction in force. All positions vacated by employees electing the retirement incentive option have been included in the count although some of these positions will be backfilled during the process of matching excess employee skills with vacant positions. The number of temporary workers to be released and the number of full-service employees to be involuntarily separated will change at the conclusion of this process.

## VII. Notification schedule

*During the next few months as we reach the difficult point at which we must notify individuals that they will no longer be employed at the Site, we will endeavor to communicate frequently, openly, and honestly, recognizing the high level of anxiety that will naturally build within the workforce.*

The elements of this section and their applicability to various employment categories are displayed in a matrix titled "Workforce Restructuring Applicability." (See Attachment 3.)

### National Defense Authorization Act notification

The National Defense Authorization Act for Fiscal Year 1993 states as an objective that "changes in the workforce at a Department of Energy defense nuclear facility should be made only after the provision of notice of such changes not later than 120 days before the commencement of such changes to such employees and the communities in which such facilities are located." The Department of Energy Savannah River Operations Office notified community leaders, the news media, and state and local governments on April 2, 1993, that a significant downsizing would occur by the end of Fiscal Year 1993. Westinghouse notified full-service employees, limited-service employees, and subcontractor companies on April 5, 1993; Bechtel notified nonmanual employees on April 7, 1993; and Wackenhut notified workers on May 14, 1993.

The National Defense Authorization Act for Fiscal Year 1993 requires that a workforce restructuring plan be provided to Congress. Although Westinghouse, Bechtel, and Wackenhut provided separate 120-day notifications to their workers, the Department of Energy Savannah River Operations Office is submitting this one consolidated Site workforce restructuring plan to the Department of Energy Headquarters for submittal to Congress.

## **Worker adjustment and retraining notification**

The Worker Adjustment and Retraining Notification Act (Public Law 100-379) requires that employees impacted by a mass layoff be given individual, written notice 60 days in advance of being laid off. A mass layoff is defined as a layoff within a 30-day time period of at least 500 employees at a single company site or 33 percent of the workforce at a single company site where this percent would constitute at least 50 employees. Applicability of the act is determined by the number of full-time employees (employees working at least 40 hours per week) to be laid off. Employees of a company's subcontractors are not included in determining the application of the act.

At the time of initial drafting of this workforce restructuring plan, Westinghouse anticipated that it would need to lay off sufficient numbers of full-time employees within a 30-day time period to make the act applicable. Bechtel and Wackenhut did not anticipate application of the act but proposed conformance with the act in the interest of Site consistency. As workforce restructuring planning has evolved, and in particular given the high participation in the voluntary separation programs, it is now questionable whether the number of full-time employees to be laid off by Westinghouse will require application of the act. On the other hand, the number of full-time employees to be laid off by Bechtel may result in application of the act. Since applicability cannot be determined until finalization of layoff numbers, Westinghouse and Bechtel plan to conform with the intent of the act and will provide the 60-day notification to eligible employees. Due to the number of employees electing voluntary separation, Wackenhut does not anticipate the need for involuntary separations in Fiscal Year 1993 and therefore will not have to provide this notification.

Department of Energy Order 3309.1A, Reductions in Contractor Employment, includes a provision for paying affected workers 60 days in lieu of advance notification when necessary. To provide individual, written notification to affected employees 60 days prior to September 30, 1993, would have required that such notification be given on August 2, 1993. However, the 60-day individual notification will not be given to employees until after Congress has reviewed the workforce restructuring plan and the Department of Energy Headquarters has approved the plan. Due to the inability to accurately predict the date on which such approval will be given, Westinghouse and Bechtel will exercise the pay in lieu of notice option. Use of this option will allow notification of affected employees to be given up to the end of September 1993. It is expected that the Secretary will send the plan to Congress in late August, and approval to implement the plan will be given shortly thereafter.



## VIII. Destaffing programs

*The Savannah River Site has designed programs to encourage voluntary separation by those in a financial position to do so, to encourage the development of business opportunities to create jobs for terminated workers, and to ease the transition for workers whose Site employment will end.*

Budget reality and a changing mission at the Site require a workforce reduction of about 2,600 people by the end of Fiscal Year 1993. The plan to accomplish this reduction seeks to maximize voluntary separations and to offer assistance to involuntarily terminated workers. To conform with applicable laws and regulations, all decisions made relative to this workforce restructuring will be made without consideration to any employee's race, color, religion, gender, national origin, age, physical or mental disability, or veteran status.

The elements of this section and their applicability to various employment categories are displayed in a matrix titled "Workforce Restructuring Applicability." (See Attachment 3.)

### **Early retirement and voluntary separation incentives**

Early retirement and voluntary separation incentives have been developed to maximize the number of employees who are able to leave the Site of their own choice, thereby, reducing the number of workers who must be involuntarily terminated.

**Early retirement.** The early retirement incentive program applied to Westinghouse and Bechtel employees who are covered under the Westinghouse and Bechtel pension plan; therefore, Westinghouse and Bechtel limited-service employees and subcontractors were excluded.

The plan offered an incentive to retire by allowing employees to add three years of service and three years of age as of September 30, 1993, to calculate pension eligibility and benefits. (Employees who are 65 years of age or older were credited with three years of service only.) All full-service employees who, with the addition of three years of age and service, were eligible for an unreduced pension were eligible for this incentive program. In addition, employees who retired from Du Pont on March 31, 1989, and were rehired by Westinghouse or Bechtel on April 1, 1989, who will reach the age of 50 and will have at least four years of subsequent service by September 30, 1993, were eligible for the incentive program and can collect an immediate pension benefit based on their Westinghouse or Bechtel service.

Eligible full-service Westinghouse and Bechtel employees who elected the early retirement option will receive a separation bonus equal to one week's pay for each year of service up to a maximum of 26 weeks' pay. Employees who accepted severance pay from Du Pont on April 1, 1989 (calculated based on service through September 30, 1985), will receive a separation bonus equal to one week's pay for each year of service up to a maximum of eight weeks' pay. Employees who retired from Du Pont on March 31, 1989, and were rehired by Westinghouse on April 1, 1989, will receive a separation bonus equal to one week's pay for each year of service up to a maximum of four weeks' pay.

Eligible employees were notified by letter with a packet of information about the program. Informational meetings were held with eligible employees and their spouses.

All eligible employees had 30 days, which began July 6, 1993, and ended August 4, 1993, to decide whether to take the early retirement incentive. A total of 719 employees elected the early retirement incentive, 639 from Westinghouse and 80 from Bechtel.

**Voluntary separation.** The voluntary separation program was available to Westinghouse full-service employees, Bechtel nonmanual employees, and to any Wackenhut employee who could have been adversely affected by workforce restructuring. Eligibility requirements included a minimum of one year of service with their respective company. Essentially the same benefits were offered to eligible employees who elected to voluntarily separate as to those who would be involuntarily separated. One exception is that Westinghouse and Bechtel nonexempt employees who elected voluntary separation will be required to forfeit recall rights. Nonexempt employees who are involuntarily separated will be eligible for recall, and Wackenhut bargaining unit employees who elected to voluntarily separate will retain their recall rights. These benefits include, for example, severance pay and continuation of medical and group life insurance coverage, training, educational assistance, outplacement assistance, and relocation assistance.

The Westinghouse, Bechtel, and Wackenhut separation incentive programs were similar except Wackenhut offered a voluntary separation incentive bonus. This bonus was three times an employee's last pension contribution. (Involuntarily separated employees will not be eligible for this bonus.) This was offered to Wackenhut employees as a special incentive for voluntary separation since Wackenhut does not have an early retirement option.

The voluntary separation incentive program ran concurrently with the early retirement incentive program. All eligible employees had 30 days, which began July 6, 1993, and ended August 4, 1993, to decide whether to elect the voluntary separation option. A total of 377 employees elected the voluntary separation option, 274 from Westinghouse, 49 from Bechtel, and 54 from Wackenhut.

## Training

These four types of training, as listed below, will be provided as a result of the downsizing. The training will not be offered to Westinghouse and Bechtel limited-service employees or subcontractors.

- Training for Westinghouse full-service employees, Bechtel nonmanual, and all Wackenhut employees who are involuntarily and voluntarily separated.
- Training for retained employees who will be reassigned to environmental restoration and waste management positions.
- Training for retained workers who will be given other new assignments.
- Training for all Westinghouse, Bechtel, and Wackenhut managers, not only those directly involved in the reduction in force, to communicate all aspects of the reduction in force to all managers.

#### **Job-skill training for terminated workers**

Westinghouse conducted an assessment of job markets and training opportunities in the Central Savannah River Area. An assessment will be done on the skills of the terminated Westinghouse full-service employees, Bechtel nonmanual employees, and Wackenhut employees. The assessment will be used to develop appropriate retraining programs for these employees. The Department of Labor, through the South Carolina Employment Security Commission, and local schools will be involved in providing training programs. This information, as well as individual skills assessments and vocational interest inventories, will be available at the outplacement center.

Westinghouse full-service employees, Bechtel nonmanual employees, and Wackenhut employees will be offered an opportunity to participate in the Basic Fundamentals Program, the Technical Fundamentals Program, and a selection of courses in 10 to 15 specific maintenance skills.

There is state and federal money for retraining services available to involuntarily and voluntarily separated workers including Westinghouse and Bechtel limited-service employees and subcontractors. The Site will help terminated workers identify these avenues for retraining assistance.

#### **Supplemental training for environmental restoration/waste management positions**

Once eligible individuals have been selected, the plan for retraining displaced workers who are transferred to an environmental restoration/waste management facility will be implemented. The plan consists of the following steps:

- Line managers will determine job openings by number and position type (e.g., production, maintenance) and identify knowledge, skills, and abilities required for each position.
- With these requirements in mind, line managers and training personnel will evaluate courses available on Site and at local educational institutions to determine if additional courses should be developed.
- Line managers and training personnel will assess the training and work history of displaced personnel to determine what training they need, and then deliver or arrange the training.

Typical retraining programs by position type are outlined below.

**Production and maintenance personnel.** Basic fundamentals training (up to 16 weeks of reading and computational skills, business writing, and life skills), technical fundamentals training (five–six weeks of training in the basics of chemistry, physics and energy; and in instrumentation, measurement, and controls), environmental restoration/waste management orientation and mandatory training (three–five days), job-specific training (classroom and on the job), and, where appropriate, degree programs related to environmental restoration/waste management activities.

**Professional personnel.** Orientation and mandatory training (three-five days), job-specific training (classroom and on the job), and, where appropriate, degree programs related to environmental restoration/waste management activities.

**Administrative/service personnel.** Basic fundamentals training (up to 16 weeks of reading and computational skills, business writing, and life skills), environmental restoration/waste management orientation and mandatory training (three-five days), and job-specific training (on the job).

### **Supplemental training for displaced, retained workforce**

The actions taken to retrain personnel who are transferred to non-environmental restoration/waste management facilities will be the same actions as for those who are transferred to environmental restoration/waste management facilities (i.e., determine positions open, determine training requirements, and deliver training). Typical retraining programs by position type are presented below.

**Production and maintenance personnel.** Basic fundamentals training (up to 16 weeks of reading and computational skills, business writing, and life skills), technical fundamentals training (five-six weeks of training in the basics of chemistry, physics and energy; and in instrumentation, measurement, and controls), orientation and mandatory training for new assignment (three-five days), job-specific training (classroom and on the job), and, where appropriate, degree programs related to the new assignment.

**Professional personnel.** Orientation and mandatory training for new assignment (three-five days), job-specific training (classroom and on the job), and, where appropriate, degree programs related to the new assignment.

**Administrative/service personnel.** Basic fundamentals training (up to 16 weeks of reading and computational skills, business writing, and life skills), orientation and mandatory training for new assignment (three-five days), and job-specific training (on the job).

### **Training for managers**

All managers will be taught policies and techniques to ensure fairness, accuracy, and consistency as the reduction in force is carried out; managers also will be educated in security awareness and in managing and working successfully within an organization in flux. Outplacement staff, human resources staff, and line managers also will be trained to recognize behavior that could indicate that a terminated employee might be a threat to the employee or others, to recognize symptoms of personal problems requiring assistance, and the mechanics of referring an employee to the program.

All line managers will be taught a four-hour module that will cover the reduction-in-force timeline, preparation for conducting the separation interview and assisting the terminated employee from the workplace, logistics of the outplacement service center, managing legal or security issues and handling the change. In addition, managers will be offered instruction in the process of change itself, how to deal with it personally, and how to move employees toward the new mission quickly and effectively.

### **Educational assistance**

**Site-sponsored assistance.** Educational assistance may be provided to full-service employees who are voluntarily or involuntarily separated due to workforce restructuring to cover tuition, fees, books, laboratory fees, or other required expenses for an approved course. The amount of assistance available will not exceed \$5,000 in the first period, October 1, 1993, through

December 31, 1994, and \$5,000 in the second period, January 1, 1995, through January 15, 1996. Students must satisfactorily complete the coursework to continue to receive this benefit. If eligible separated employees are receiving financial assistance through other publicly funded sources, those funds must be used prior to using this educational assistance benefit. Eligible individuals must be enrolled at an educational institution that is regionally accredited or approved for Veterans Administration benefits. These disbursements currently are subject to federal and state taxes.

Educational assistance will be terminated when a voluntarily or involuntarily separated employee becomes employed with the Department of Energy or one of its managing and operating contractors, or where employment with another employer results in eligibility for any form of educational assistance.

Employees voluntarily or involuntarily separated due to workforce restructuring during Fiscal Year 1993 will have until January 15, 1996, to complete their educational assistance process.

**Scholarship assistance.** The Department of Energy is working to provide separated employees access to scholarships for displaced Department of Energy workers in accordance with Section 4451 of the National Defense Authorization Act for Fiscal Year 1993. The program offers education scholarships to enable individuals to qualify for employment in environmental restoration fields. Under the plan, an individual may receive money for tuition, fees, books, and laboratory expenses. In return, the individual must sign an agreement stating that he/she will serve as a full-time employee for a specified amount of time in an environmental restoration position at an approved government agency. Department of Energy also is working with higher education institutions who may receive grants for providing expertise and training in environmental restoration, hazardous waste management, and other environmental fields relating to the Department of Defense and the Department of Energy.

**Teachers assistance.** The Department of Energy will work with the Department of Defense to help displaced employees obtain certification and employment as teachers or teachers' aides in accordance with Section 444 of the National Defense Authorization Act for Fiscal Year 1993. Eligible individuals must apply to the Secretary of Defense for this assistance. Selected individuals will receive up to \$5,000 and assistance in receiving a job in an elementary or secondary school. In return, the individual must agree to work at the school for at least two years.

**Other educational assistance.** The Department of Labor has a Job Training Partnership Act program that offers terminated workers full scholarships to technical schools for associate degrees. They also are working on a plan to supplement bachelor's and master's degrees. The Site will help terminated workers seek information on this program.

## **Severance pay**

Severance pay will be paid to terminated employees as follows:

- Full-service Westinghouse employees and Bechtel nonmanual employees will receive severance pay equal to one week's pay for each year of service up to a maximum of 26 weeks' pay. Employees who accepted severance pay from Du Pont on April 1, 1989 (calculated based on service through September 30, 1985), will receive severance pay equal to one week's pay for each year of service up to a maximum of eight weeks' pay. Employees who retired from Du Pont on March 31, 1989, and were rehired by Westinghouse on April 1, 1989, will receive severance pay equal to one week's salary for each year of service up to a maximum of four weeks' pay. The severance pay program does not include Westinghouse and Bechtel limited-service employees and subcontractors.
- Wackenhut employees will receive one week of severance pay for every year of service.

## **Outplacement**

The Site will open a dedicated outplacement service center, located at Kalmia Mall on Richland Avenue (old Belk store location) in Aiken, South Carolina, for easy access to affected workers, potential employers, and agencies offering services including the United Way and South Carolina and Georgia Employment Security Commissions. The outplacement service center will be staffed with personnel to assist terminated employees in coping with the emotional trauma of job loss, evaluating and identifying skills, determining career interests, and realizing potential career options.

Westinghouse full-service employees, limited-service employees, and subcontractors, Bechtel nonmanual employees, and Wackenhut employees will have access to the outplacement service center. However, not all services will be offered to workers with access to the center. All services are optional and workers are not required to use the center.

### **Staffing the outplacement service center**

Early identification of resources is essential for achieving the center's overall objectives. Plans are in place to identify individuals based on the roles and responsibilities required to staff and operate the center. The Site will use lessons learned from other companies that have gone through a reduction in force and will bring in retired and active Westinghouse employees with experience in managing a reduction in force to assist in an advisory capacity. Training will be conducted to ensure the center is operated by a highly skilled and qualified staff. The outplacement service center manager will supervise a staff of counselors and benefits advisors and will be assisted by administrative personnel, computer support personnel, a communicator, and a scheduler.

**Advisors.** Advisors will be available to direct terminated workers having access to the center to the appropriate services and to ensure that individual attention is given during the transition process. The outplacement advisors will ascertain the needs and eligibility of each terminated worker and refer them to other resources such as reference materials and the employee assistance program.

**Support services.** Centralized clerical and administrative support services will be available. Support services will include things such as typing/computer support, data entry, reproduction, faxing, mailing, job posting, and résumé preparation and distribution. Clerical support staff responsibilities also include issuing office supplies, manning the message center, and maintaining the resource library and personnel file room.

### **Initial services offered**

The following services will be offered to terminated workers who will have access to the outplacement service center. These include Westinghouse full-service employees, limited-service employees, subcontractors, Bechtel nonmanual employees, and Wackenhut employees.

**Department of Energy Résumé Databank.** Workers terminated from defense nuclear facilities will be given preferential hiring consideration by Department of Energy facilities. This will be done via an automated support system, a Job Opportunities Bulletin Board System with an integrated résumé-referral subsystem. This system is based on the already successful Transition Bulletin Board fielded by the Department of Defense. It will include a bulletin board based on user-friendly, widely accessible software; a telecommunications system by which all contractor human resources departments can access the bulletin board; and workstations at each site.

A job seeker will access this system by filling out a standardized résumé form. A potential employer accesses the system by placing a standardized want ad. The system will match résumés to job specifications, then notify both the job seeker and potential employers that a match has been found. The potential employers will select candidates and arrange for interviews.

**Registration for federal, state, and local unemployment benefits.** Site officials and the Employment Security Commissions of South Carolina and Georgia will provide unemployment insurance registration to terminated workers in a manner that streamlines the process. Agency representatives will set up registration at unemployment facilities in their respective states. Space also will be available at the outplacement service center for the Employment Security Commissions to conduct registration for those using the facility.

**Job identification.** A comprehensive program will identify potential employers. Advertisements will be placed in local, state, and national newspapers announcing the availability of highly qualified and trained individuals. Through these advertisements, potential employers can contact the outplacement center. To maximize opportunities for the terminated workers, additional avenues for identifying positions will include the following:

- Government agencies
- Outside interviews
- Professional societies
- Peer referrals
- Job fair
- Employment agencies
- Database linkages (i.e., government, professional)
- Local Chambers of Commerce
- Mass mailing distribution to potential employers

As potential employers are identified, a package will be mailed requesting various types of information, such as the following:

- Types of positions available
- Number of positions
- Position requirements
- Company/facility location
- Interest in attending the Savannah River Site job fair
- Interest in receiving the Savannah River Site résumé book
- Interest in conducting interviews at the outplacement center

**Job posting.** In addition to the Department of Energy résumé databank, a database of potential employers and positions will be maintained and incorporated into the job-posting system. An integral part of the job identification process is to advertise available positions to terminated workers. As external positions are identified through mailings, peer referrals, job fairs, agencies, etc., the information will be entered into a database. This database will include private, government, and corporate opportunities, both locally and nationally. Positions will be posted in a centralized location at the outplacement center. The types of information to be included in the database are the following:

- Position

- Number of positions available
- Contact person
- Company/address/phone
- Job location
- Responsibilities
- Education/experience requirements
- Function
- Salary information
- Source

**Outside interviews.** As part of the job identification process, arrangements will be made to accommodate potential employers who would prefer to conduct interviews at the outplacement service center. These arrangements will afford terminated workers unique interviewing opportunities and will benefit the companies by reducing interview expenses.

**Job fair.** A job fair will be held within about eight weeks of termination notification. Participation by local and national companies and organizations will be determined according to the responses received through the job identification process.

Many companies schedule their participation in job fairs based on skill; therefore, the fair will be scheduled over two days, with one day dedicated to exempt opportunities and the other to nonexempt. The location of the fair will be based on participation and facility layout. If ample space is not available within the outplacement service center, an alternate location within the Central Savannah River Area will be found.

**Interstate job bank.** The Department of Energy is working with the Department of Defense to provide access at the Site to the nationwide Interstate Job Bank for interested employees (reference Section 4468 of the National Defense Authorization Act for Fiscal Year 1993).

**Résumé distribution.** A résumé book will be assembled and distributed to potential employers. These books will include résumés of terminated workers who elect to participate in this process. The books will be distributed in a timely manner. In addition to hard copy distribution, computer diskettes will be available to employers.

**Resource library.** A centralized library of resource materials will be available at the center for terminated workers. Listed below are a variety of reference materials that will be maintained at the library:

- **Newspaper subscriptions from major cities throughout the United States.** We will subscribe to newspapers from likely metropolitan job markets.
- **Government and industry-related journals and periodicals** such as Nuclear News, National Business Employment Weekly, The Federal Jobs Digest, The Thomas Register of American Manufacturers, Standard and Poor's Register, and Try Us 91-National Minority Business Directory.
- **Various reference books dealing with personal and professional development opportunities.** Examples are: *The Three Boxes of Life*, *Sweaty Palms Interviewing Book*, *What Color is Your Parachute*, and *Transitions*.

Other resource material will include maps, telephone books, college catalogs, dictionaries, and a thesaurus. To maintain property accountability, policies will be developed that safeguard resource material.



**Communications.** A comprehensive, ongoing communications program will provide up-to-date information regarding center activities and special events. The main elements of this program cover advertisements, center events and special projects, and counselor/terminated worker communication. An overview of the main elements of this program are as follows:

- Newspaper advertisements will be placed in the Sunday editions in approximately 20 major cities. Approximately 10 advertisements will be placed in professional journals.
- A monthly communiqué will be issued that covers such topics as onsite interviews, helpful hints, job search tips, and success stories.
- A telephone information line will play pre-recorded messages that outline special events at the center. This message will be updated daily.
- A calendar of events will be posted within the main reception area of the center. This weekly calendar will summarize all training, workshops, and special events taking place during the week.
- A resource packet will be distributed to terminated workers with access to the center outlining services available at the outplacement service center. This packet also will be distributed to managers and all outplacement staff. Information will include facility operation and layout, placement process/services, job search, contact lists, employee assistance (United Way/community agencies), benefits summary, unemployment registration information, and retirement issues.

**Workstations.** Fully equipped workstations will be available to terminated workers to prepare résumés and job-search correspondence. Each workstation will be equipped with office furniture and supplies. Computers and typewriters will be available in a centralized location. The number of workstations will support 10–15 percent of the center's population at any given time.

**Training.** A master scheduler will be assigned to the outplacement service center to coordinate schedules and classroom space. Additional facilities will be used for training purposes, as needed.

**Security.** Established procedures will control access to the center. Access will be limited to those with proper identification.

### **Job and career counseling and training**

The Site will offer two programs that the Westinghouse Corporation has used successfully at other locations: strategy interviews and Target Success workshops.

**Strategy interviews.** Strategy interviews will be conducted within the first six weeks of the outplacement service center's operation for terminated Westinghouse full-service employees, Bechtel nonmanual employees, and Wackenhut employees. Individual consultants will meet with each client for approximately 30 to 45 minutes to determine areas of interest and experience. Profiles developed from these interviews will be mailed to approximately 2,000 companies nationwide.

**Target Success.** Target Success, an outplacement workshop designed by the Westinghouse Corporation, will provide instruction and counseling on job search techniques, résumé preparation, and interviewing skills. Westinghouse full-service employees, Bechtel nonmanual employees, and Wackenhut employees will have the opportunity to attend this workshop. Limited-service employees and subcontractors will not have access to the workshop.

The workshop will be conducted and completed within 14 days of termination notification. Specific topics addressed in the workshop are the following:

- How to decide life and career goals
- How to introduce yourself (applications, cover letters, résumés, etc.)
- How to decide what to look for
- How to find job leads
- How to interview
- How to accept a job
- How to cope with change

**Subject experts.** Subject experts will be solicited from private and government industries to address specific topics relevant to life and career transitions. Volunteer, community, and contracted agencies will provide a diverse curriculum. These sessions will be conducted at the outplacement service center and offered to Westinghouse full-service employees, Bechtel nonmanual employees, and Wackenhut employees on a voluntary basis. Limited-service employees and subcontractors will not be offered this service. Sessions will include, but are not limited to, the following subjects:

- Financial planning
- Credit
- Career transition
- Career development
- Personal development
- Legal matters
- Retirement planning
- Stress management
- Health improvement/fitness

## **Employee Assistance Program**

Westinghouse's existing Employee Assistance Program refers and provides professional and confidential counseling for Westinghouse and Bechtel employees and their families regarding emotional difficulties, stress management, legal and financial management, marriage and family matters, and substance abuse. These services will be offered to voluntarily and involuntarily separated employees and their families for up to 12 months after separation. Limited-service employees and subcontractors are not eligible for this service. Wackenhut will contract an outside agency to provide these services to voluntarily and involuntarily separated employees for up to 12 months after separation.

The program also will communicate and coordinate with appropriate community service agencies to request resources, alert them to possible increases in requests for services, and otherwise inform them of potential changes in the community that may impact their agencies.

Program counselors will counsel individuals and families in a private location at the outplacement service center. Affected individuals will be referred to appropriate community services.

A resource packet for affected employees will include financial management information, a description of the Employee Assistance Program services, a directory of community and United Way resources, and other information on free or reduced-cost services.

## **Continuing benefits and benefits counseling**

Voluntarily and involuntarily separated Westinghouse, Bechtel, and Wackenhut full-service employees with one or more years of service are eligible for continued insurance coverage and other benefits. Employees electing early retirement will not be eligible for these benefits.

**Medical coverage.** Westinghouse, Bechtel, and Wackenhut voluntarily and involuntarily separated full-service employees are eligible for up to three years of medical coverage for themselves and their eligible dependents. For the first year, the separated employee pays the active employee premium rate. For the second year, the former employee can continue coverage with half of the company-paid rate to be paid by the company and half to be paid by the employee. For the third year, the former employee may opt to continue coverage by paying 100 percent of the group rate. Dental coverage is not included in this three-year extension but is available to separated employees and eligible dependents through Title X of the Consolidated Omnibus Budget Reconciliation Act of 1985. An exception to this coverage is that employees who elect to retire under the reduced optional pension provision of the Westinghouse pension plan will be eligible to continue their current medical and dental coverage for themselves and their eligible dependents.

**Life insurance.** Noncontributory and contributory life insurance coverage for voluntarily and involuntarily separated Westinghouse and Bechtel full-service employees will continue for one year or for two months for each full year of service, whichever is greater. An exception to this coverage is that Westinghouse and Bechtel employees who elect to retire under the reduced optional pension provision of the Westinghouse pension plan will be eligible for only the noncontributory group life insurance at company expense; contributory group life insurance may continue at employee expense. For eligible voluntarily and involuntarily separated Wackenhut employees, the noncontributory group life insurance continues at company expense for one year, or for two months for each full year of service, whichever is greater.

**Savings and investment plan.** Westinghouse and Bechtel voluntarily and involuntarily separated full-service employees automatically will be vested in the savings and investment plan. Limited-service employees with less than three years of service will lose company contributions (including associated earnings). Eligible voluntarily and involuntarily separated Wackenhut employees will be automatically vested in their 401(k) plan.

**Retirement program eligibility.** Voluntarily and involuntarily separated Westinghouse and Bechtel full-service employees will be vested if their service time, as of the last day worked, is equal to four years plus 1,000 hours of compensated work. Eligible voluntarily and involuntarily separated Wackenhut employees will be automatically vested in the Wackenhut pension plan.

## **Relocation assistance**

The Site's contractors will follow their existing relocation policies and practices for reimbursement of actual and reasonable relocation costs when hiring employees of management and operating contractors from other sites who have been displaced because of workforce restructuring.

Relocation expenses for terminated Site workers who are hired by a management and operating contractor at another Department of Energy site will be reimbursed by the hiring site, or gaining location, in accordance with the policies and practices of that site.

In addition, Westinghouse, Bechtel, and Wackenhut voluntarily and involuntarily separated employees may receive up to a \$2,000 reimbursement relocation stipend if hired to fill a position at another Department of Energy, Westinghouse, Bechtel, or Wackenhut location if the gaining location's policies and practices do not cover reimbursement of relocation expenses.

The employee must provide documentation of incurred expenses to receive this one-time, lump sum stipend, which will be available for up to one year after the employee's termination date. The stipend may be subject to federal, state, and Federal Insurance Contribution Act taxes.

## **Medical monitoring program**

The Site routinely monitors the air and surfaces in the workplace for the presence of hazardous and harmful chemicals and for ionizing radiation. The Site also routinely monitors the workforce for external radiation exposure and has maintained 40-year registries for specific radiation-related diseases. These programs are ongoing and were instituted independent of any plans for a reduction in force. All workers who are voluntarily or involuntarily separated will continue to be monitored through these existing programs.

There are no specific large-scale chemical hazards onsite that warrant separate hazardous-chemical surveillance.

Potential effects of ionizing radiation on the health of current and previous Site workers are monitored by three separate, overlapping programs. The aim of these programs is to assess statistically if there is a trend toward an excess of radiation-related diseases among Site workers.

- **The Savannah River Site registry.** The Site registry for radiation-associated diseases has been maintained since 1951. Information enters the registry from the Site Medical Department and from nationally consistent codification of diseases by insurance carriers.
- **The Department of Energy registry.** The Department of Energy Office of Epidemiology and Health Surveillance has monitored Department of Energy complex workers since January 1991. This registry monitors all diseases that cause workers to miss significant time at work; Site worker illnesses are reported to the Department of Energy registry for any medical absence of five days or more.
- **Independent epidemiological studies.** When health patterns or reports from similar workplaces suggest the need for an epidemiological study, the Department of Energy notifies the Department of Health and Human Services, which refers the request to the Centers for Disease Control, which in turn conducts a feasibility study. If the study is deemed feasible, the Centers for Disease Control bids a contract to an independent epidemiology group, which operates independently of the Department of Energy to study the Department of Energy complex workers.

In addition, the Site conducts a long-term internal dosimetry program for workers who have been exposed to radioactive material ingested, inhaled, or taken into the body through a wound. Workers who have been occupationally exposed to a radioactive material and subsequently retire or are involuntarily terminated may participate at no cost in a followup bioassay program. Workers who choose to participate will submit bioassay samples and, where appropriate, will have chest counts on a periodic basis. The data and estimates of current dose will be considered confidential and will be made available to the former worker.

## **IX. Communications plan**

*The objectives of the Communications plan are twofold: to identify strategies for disseminating information in an understandable, consistent, factual, and timely manner and to provide an open forum for key stakeholders to exchange ideas and opinions. This strategy emphasizes the concerns that the Department of Energy and its contractors have for our people and their communities.*

A strategy for communicating with key stakeholders was developed. Following each triggering event (the announcement of the Fiscal Year 1994 budget, 120-day notification, etc.), Site communicators notified various individuals of the event and they, in turn, had an opportunity to render feedback. These communications included the following (not every step followed every triggering event):

- Congressional notifications and briefings for the governors of South Carolina and Georgia occurred simultaneously.
- Employee announcements and telephone notifications to intergovernmental, community, and business leaders; regulators; and the Citizens Advisory Board working group occurred simultaneously.
- The news media received a news release.
- The Westinghouse president conducted an All Managers' meeting to provide details of the news release.

### **The Savannah River Site employees**

Timely and accurate communication with Site employees has been essential for minimizing the extent and detrimental effects of rumors and speculation among employees, local media, and the surrounding communities. Westinghouse and Wackenhut have provided straightforward

information to employees on budget impacts before it was released to the news media, whenever possible.

Since April articles have been included in the *Savannah River Site News*, which is mailed to the homes of Site employees. Information updates have been included in the weekly *Workplace Meeting Digest*, an electronic newsletter sent to all Bechtel and Westinghouse managers and supervisors. Messages can be sent to employees quickly through the Site's electronic mail system.

The *Westinghouse Savannah River Company Restructuring Information* ("blue form"), published by Westinghouse Human Resources personnel, is a new channel of communicating with employees during the restructuring. This information guide contains current material relevant to restructuring plans. Since April this information has been printed on light blue paper to distinguish the document from others that may be distributed simultaneously.

Wackenhut used a similar specialized restructuring communications format with its employees.

## **Community stakeholders**

Talking points to be used by those notifying government, community, and business leaders by telephone were developed and will be updated routinely. The Department of Energy Headquarters has made all Congressional notifications.

**Citizens Advisory Board.** Regular meetings are in progress to form a Savannah River Site citizens advisory board for environmental restoration activities. Westinghouse and Department of Energy personnel will brief the 18 members of this working group. The members of the working group will provide recommendations for improving the Site's environmental conditions. The board members are included in the telephone notification list.

**Chambers of Commerce.** A meeting was held to inform representatives from the Aiken Economic Development Partnership, Aiken Chamber of Commerce, and Metro Augusta Chamber of Commerce of the Site's restructuring activities and to seek feedback from these organizations. (Note: The combined meetings have been held quarterly since 1989 by invitation from the Site to encourage ongoing dialog among the Site senior staff, key community business leaders, educational representatives, and elected officials. These meetings are not open to the public or news media.)

**Speakers Bureau.** The Savannah River Site Speakers Bureau program is part of a continuing effort to communicate with the public about the Site's activities. The Speakers Bureau coordinator schedules speakers to address a wide variety of audiences, including civic, professional, and educational organizations.

## **X. Community assistance program**

*In developing this component of the plan, we assessed the elements of successful transition for an economy and a culture long dominated by the Savannah River Site. We have created an environment in which citizens of the surrounding communities are empowered to participate in discussions and decisions of the region's future. In addition, we have plans to coordinate with other government programs that have been established to ease the economic effects of defense conversion on communities.*

Our intent is to design and apply a community assistance program that will create business-development opportunities that will mitigate potential economic dislocations in South Carolina and Georgia. This plan will, to the extent possible:

- Mitigate adverse employment impact.
- Promote the growth of long-term, high-technology jobs to replace those that are lost at the Site.
- Encourage small and disadvantaged business spin-offs based on Site technologies and capabilities.
- Enhance the quality of educational opportunities in the region.

### **Stakeholder participation and empowerment**

Community assistance can play an important role in successfully achieving the objectives described above, but the affected communities must be motivated and empowered to contribute in an essential way to have a successful economic transition. The Department of Energy is committed to achieving comprehensive and systematic involvement of all stakeholders in this process. We will ensure effective consultation with the broadest range of affected community representatives. The goal of this public participation element is to create an environment and establish mechanisms that will encourage stakeholder participation in

decisions and activities that will affect them and their communities as a result of the Site's changing mission.

## Background

Because of the nature of the Site's historical mission, Site scientists and engineers have focused on applying technologies to solve practical problems, as contrasted with basic research, and the Department of Energy has invested heavily in people, technologies, and facilities in support of the Site's mission. These capabilities represent an asset available to support the creation of a viable regional economic strategy directed at attracting high technology, well paying jobs based at least partially on the Site's technology base. Site technologies are well complemented by high technology resources in both South Carolina and Georgia; world-class research universities, including the Medical College of Georgia and the Medical University of South Carolina; the National Science Center; and Fort Gordon, the Army's communications center-of-excellence.

Opportunities to couple regional economic development strategies with Site technologies are numerous. Westinghouse has engaged in an aggressive campaign to stimulate the capture of intellectual property through patent disclosures, which number about 1,600 since 1989. More than 50 license applications are pending, and Westinghouse's contract with the Department of Energy recently was amended to allow it to enter into cooperative research and development agreements, a powerful tool in attracting industry to the Site and the region.

## Complementing a regional vision

The Department of Energy and Westinghouse are ready to support a wide range of technology-based initiatives in both South Carolina and Georgia, but a regional vision is needed to establish a context for considering individual opportunities in terms of their contribution to the overall prosperity of the region. It is expected that the recently announced advisory board sponsored by Congressman Butler Derrick of South Carolina and Congressman Don Johnson and Congresswoman Cynthia McKinney of Georgia will facilitate achieving such a vision. This board, known as the Savannah River Regional Diversification Initiative, comprises business, government, and education leaders from Georgia and South Carolina. Department of Energy and Westinghouse advisors are *ad hoc* members. The Secretary of Energy has allocated \$100,000 to facilitate the initial organization and structuring of this regional advisory board. The Department of Energy and Westinghouse are committed to working with the board in developing alternatives for regional economic development.

Grassroots groups in both states have conceived technology-driven entities that are in various stages of planning and that could form complementary cornerstones of an ambitious regional economic development strategy. The establishment of the Southeast Regional Technology Center in Augusta to capitalize on the Site's capabilities, the Medical College of Georgia, Fort Gordon, and the National Science Center is seen as a mechanism to bring together complementary technologies. In South Carolina, Aiken County has contracted with the South Carolina Research Authority for the development of the Savannah River Research Campus on 430 acres of land donated by Westinghouse Electric Corporation adjacent to the Site. A master plan is in development and will be completed by early 1994.

## Regional economic development

An effective regional economic development strategy depends on many factors, and its conception and implementation remains a state and community responsibility. Traditional approaches to regional growth have focused on creating a climate conducive to expansion of



existing businesses or attracting new business. Infrastructure and quality-of-life factors have been important components to the overall plan.

The restructuring of the Site brings leverage to the process in several ways. First, the Site represents a significant market for products and services that could support the establishment of industries and businesses located nearby. Many such services historically were provided on Site with dedicated resources, but the Department of Energy is committed to accelerating the process of outsourcing services and the privatization of mission needs.

Second, Site infrastructure can be deployed in ways that will make it attractive for industry to locate in the region. A plan will be implemented to establish specific Site facilities as Department of Energy "user facilities," serving a dual-use function in support of the Site's mission, but available to private industry and others for product or process development on favorable terms. Third, as the Site downsizes, its people represent a unique resource in itself in attracting industry to the Central Savannah River Area. Profiles of the Site's human resources will be available as an industrial recruitment tool.

Lastly, Site core technologies represent a critical resource far less tangible than physical facilities or individual experience—a resource whose role must be carefully understood in forging the region's vision.

## **The role of technology**

Site technologies take the form of physical processes or products, inventions, know-how, and a lifetime of experience in problem solving in many disciplines. In all cases, this resource has been directed at applications having limited immediate commercial value, and some process of adapting the technology base to the needs of private industry is needed. To aid in this process, Westinghouse has contracted with a group, which includes the Arthur D. Little Company, the South Carolina Research Authority, and the Industrial Technology Institute, to evaluate Site technologies for their commercial potential and to identify models to transfer these technologies to the public and private sectors.

Private entities such as the proposed Southeast Regional Technology Center and the Savannah River Research Campus can play a crucial role in the process of realigning and adapting the Site's technology base and in technology maturation and commercialization. Useful models exist to guide such entities toward a successful collaboration with the Site. Examples of such models follow.

- Successful research parks typically provide an environment supportive of small- to medium-sized businesses who desire to locate near a source of needed technology, most often a research university. Protective covenants ensure the right mix of tenants, and support may be provided to entrepreneurs and product maturation through resources dedicated to this purpose. Both the Savannah River Research Campus and the Southeast Regional Technology Center could offer these services, with the research campus most likely attracting companies who need immediate access to the Site, while the technology center would most likely be successful in serving organizations interested in coupling Site capabilities with those of, for example, the Medical College of Georgia. If targeted in such a way, both centers would be complementary and mutually supportive.

- The technology center and the research campus could establish functions to develop programs linking Site technologies with university and industrial assets to enhance opportunities in the region. Department of Commerce and Department of Energy grants and other forms of agreement can support the development of such programs, and resources will be allocated to Westinghouse in Fiscal Year 1994 to support the development of unsolicited and competitive proposals for Site technology-based programs. In many cases, opportunities for support to regional economic development will draw on these elements at different phases of development. For example, planning grants may be useful to focus resources and develop strategies for implementation through other means, including proposals for additional funding. This concept is illustrated in Table X-1.

**Table X-1: Relationship between economic development elements**

Action category	Grant	Agreement	Proposal
Assist/collaborate with Department of Energy to define employee displacement-skills inventory, other characteristics, econometrics.	X		
Use existing distribution systems, work with companies in South Carolina and Georgia to make Savannah River Site capabilities available to improve industry's competitiveness.	X	X	X
Develop and implement a marketing program to attract industry to the region to use Savannah River Site skills and evaluation.	X	X	
Evaluate the competitiveness and commercial potential of Savannah River Site technologies and core competencies. Develop a business-development strategy based on such technology.	X	X	
Accelerate the development of the Southeast Regional Technology Center and the Savannah River Research Campus by supporting the development and implementation of a marketing plan and providing assistance by funding necessary infrastructure.	X		
Supplement the Southeast Manufacturing Technology Center with Savannah River Site capabilities (facilities and skills) and/or establish a stand-alone center of similar scope.	X		X
Establish and staff a Savannah River Site Applications incubator similar to or in collaboration with the Center of Applied Technology in Clemson, South Carolina, and/or Georgia's Advanced Technology Development Center.	X		X
Support the planning and implementation of Department of Energy user facilities at Savannah River Site.	X	X	X
Establish a basis for collaboration between Savannah River Site, the Medical College of Georgia, and the Medical University of South Carolina aimed at reducing the cost of health care.	X		X
Develop a program to assist manufacturers in environmental compliance and waste management.	X	X	X
Evaluate opportunities for privatization of planned facility additions at Savannah River Site.	X		X
Support the establishment of various application centers or institutes at Savannah River Site (e.g., The Hydrogen Research Institute).	X		X

## **A phased approach**

While the region's complementary technology base may ultimately support some mix of the technology models described above, it is recognized that achieving this will take time and will best be achieved through a phased approach keyed to an overall regional vision.

Three basic functions must be established in an integrated way: (1) an overall direction and vision must be established for the region, and it is expected that this function will be provided by the two-state advisory board; (2) an organization must be created and staffed to translate the region's vision into specific opportunities to be pursued individually or collaboratively in support of the region's overall vision; and (3) support must be provided to specific programs which will result from winning proposals and other initiatives. Such support could be provided by entities such as the South Carolina Research Campus, the Southeast Regional Technology Center, and others which will be created to support specific needs.

It is anticipated that grants and other forms of assistance can be obtained to accelerate the development of organizations needed to take on the management of programs resulting from successful regional proposals. The effect of the Site's downsizing has enlarged the group of counties eligible for Department of Commerce Economic Development Assistance grants. In addition, significant matching sources are already in place and can be leveraged with federal funds. Sources in South Carolina include the value of the South Carolina Research Campus land, Aiken County bond revenues and millage, county-donated infrastructure improvements and other planned physical additions, and anticipated state contributions.

Located in downtown Augusta, the Southeast Regional Technology Center is well positioned to benefit from the Administration's Urban American Agenda goals and associated financial support. It will leverage private investment in the technology center to provide grants for infrastructure improvements and program development. Similarly, the substantial private investment in program development—primarily Learning Logic Software—and physical facilities which comprise the National Science Center Foundation represent an asset to be leveraged as part of the overall plan implementation.

## **Complementary initiatives**

The Department of Energy and Westinghouse will consolidate and supplement their resources supporting the region's efforts to create a resource easily accessible to the participants implementing economic development activities. The Department of Energy has opened an Office of Economic Development dedicated to technology transfer, technology program development, and regional economic development.

When approved by the Department of Energy, Westinghouse will form a nonprofit subsidiary, Savannah River Technologies, to focus Site business development resources dedicated to technology transfer, technology program development, new mission development, and regional economic development under common leadership. Directed by a board comprising regional business participation and with offices in the community, Savannah River Technologies will signal a new approach to technology-based regional, university, and industrial partnerships at the Site and a commitment to the role of such partnerships in the region's future. Initially supported by various Department of Energy program offices, it will implement a plan to diversify funding sources to include other federal programs and grants, as well as substantial nonfederal funding supporting cooperative agreements and programs with industry.

The proposed program will draw on other complementary activities for both financial and technical support. The Department of Commerce's Economic Development Administration provides grants to regions undergoing economic disruption. Because of the magnitude of the budgetary decrease affecting the Site, the communities surrounding the Site are eligible for such support. Regional representatives from the Economic Development Administration have

explained the scope and applicability of their financial assistance programs at stakeholder meetings. Representatives from the Department of Energy, Westinghouse, the Economic Development Administration, and community agency personnel have met to discuss specific proposals for projects having economic development and job expansion capabilities. The two projects discussed earlier, the South Carolina Research Campus and the Southeast Regional Technology Center, are in the preliminary stages of formalizing grant requests. The Department of Energy will assist other regional groups in developing project proposals and grant requests for concepts applicable to the unique characteristics of their economic impacts. The socioeconomic data developed by the Department of Energy will provide necessary support for these proposals.

The Department of Energy's technology transfer initiatives also will provide opportunities to leverage federal funding with that of public and private concerns to expand the technology-driven economic development opportunities of the region. The presence of "user facilities," Department of Energy development facilities accessible to the private sector, represents a unique opportunity for small and disadvantaged businesses to pursue product and process improvements with state-of-the-art equipment. Cooperative agreements provide a vehicle for shared funding of technical programs so that both government and private sector partners benefit. An expanded Work for Others program is planned at the Site to facilitate partnership opportunities between Site contractors and regional businesses. These programs are funded separately from the restructuring program, but are expected to provide a strong supportive relationship with other economic development initiatives.

## **Resource Requirements**

The resources required to support the economic development assistance initiatives over the three-year period are estimated to be \$4,235,000. About \$610,000 of that money is expected to be used as direct grants for a regional economic development group formed to work with the Department of Energy. The Savannah River Regional Diversification Initiative was organized, with the support of the region's Congressional delegation, to provide broadly based representation of the region's interests in developing and implementing an economic development plan. As previously noted, a \$100,000 grant has been committed to the group in 1993 to support its formation and initial program development. The group is expected to receive \$510,000 during the balance of the three-year period.

It is planned that regional businesses and agencies will receive \$420,000 in the form of grants and contracts to collect, analyze, and disseminate socioeconomic data on the impacts of the Site's downsizing and on the commercialization potential of Site technologies. The information will be available to the regional economic development group, to regional Chambers of Commerce, and to other business development groups for incorporation in the economic development planning. Information on Site technologies is expected to be especially useful to the Savannah River Research Campus and the Southeast Technology Center in pursuing partnership opportunities with technology-based industries.

Approximately \$405,000 has been budgeted to provide economic assistance to social, educational, and other human service institutions that may incur extraordinary costs associated with the human and economic impacts of the Site's restructuring. These funds will complement those of the Department of Labor and other government agencies specifically authorized to provide impact assistance to defense-related communities.

Approximately \$2,800,000 is planned for economic development assistance; specifically as seed capital or matching funds for partnership proposals with designated state agencies, educational institutions, and other entities for economic expansion based on Site technologies and technology-based programs. Examples include a recently developed proposal to the Advanced Research Projects Agency's Technology Reinvestment Project to establish a network

of environmental extension services to aid small and disadvantaged businesses in Georgia and South Carolina. The proposal, involving a Department of Energy provision of matching funding, represents a partnership of state universities, state extension services, the Department of Energy, and Westinghouse. Similar opportunities exist in programs for hydrogen technology and materials recycling. Funding also will be used for conferences on technologies and privatization opportunities having economic development potential.



## XI. Budget

*In executing workforce restructuring, we will strive to balance cost effectiveness and good stewardship of taxpayers' dollars with the need to provide benefits and programs designed to minimize the impact on workers and surrounding communities.*

Expenses for workforce restructuring will be budgeted and funded in these two ways:

- Incremental costs will be charged to a unique work breakdown structure task budget that is funded from defense programs.
- Nonincremental costs will be included in organizational expense budgets.

Examples of incremental costs include fees for training consultants, outplacement consultants and counselors, and benefits consultants; lease costs for furniture, the facility, and equipment for the outplacement service center; training and outplacement materials; and benefits such as severance pay, retirement incentives, relocation expenses, and extended health benefits.

Nonincremental costs are primarily direct and indirect labor costs associated with workforce restructuring support provided by Westinghouse, Bechtel, and Wackenhut employees. Nonincremental costs include normal budgetary expenses such as supplies and use of telephones, copiers, and fax machines. They also include the use of existing (nonincremental) personnel associated with training reassigned or surplus workers, staffing the outplacement service center, counseling on benefits and retirement incentives, providing employee assistance counseling, and additional requirements for security and payroll-related functions.

The incremental budget for Westinghouse, Bechtel, and Wackenhut was included in the *Fiscal Year 1995 Five-Year Plan*. Excluded from this budget is the cost of stakeholder consultation, which is estimated to be \$240,000 for Fiscal Year 1993 and \$700,000 annually for Fiscal Years 1994 and 1995. The stakeholder consultation budget estimate is based on an existing program at Rocky Flats.

Tables XI-1, XI-2, and XI-3 summarize the incremental costs for Westinghouse/Bechtel, Wackenhut, and total Savannah River Site, respectively. Note that the Financial Accounting Standards Board policy for recognizing expenses associated with business downsizing requires recognizing the liability in the year, or at the point in time, the expenses can be estimated or known. Therefore, all currently identified and estimated expenses related to workforce restructuring initiated in Fiscal Year 1993 will be accrued in Fiscal Year 1993. In the three tables, the following definitions apply:

- **Supplemental training.** Incremental costs associated with academic and technical training for employees who will be reassigned to positions at the Savannah River Site. This category also includes academic and technical training and educational assistance for terminated employees.
- **Relocation assistance.** Relocation expenditures for employees who are relocated to other Department of Energy facilities, or to other Westinghouse, Bechtel, and Wackenhut locations.
- **Community assistance.** Costs associated with developing an economic assistance program for the six-county area affected by the workforce restructuring and developing an economic impact database.
- **Outplacement assistance.** Includes the cost of operating an outplacement service center, expenditures associated with teaching interviewing skills and résumé preparation, and subcontracting costs for an additional employee assistance counselor. Also included are the costs associated with counseling for the retirement incentive program and the cost of extending life insurance coverage to terminated employees.
- **Retirement incentive.** Actuarial projection of the cost to add three years of service and three years of age to the pension benefits of Westinghouse and Bechtel retirement-eligible employees. Wackenhut provided its eligible employees with an early-separation incentive instead of a retirement incentive. (For simplicity, this incentive is tabulated in Tables XI-2 and XI-3 as a retirement incentive.) Excluded from the budget is the estimated cost of the Westinghouse voluntary separation program.
- **Other separation costs. (Wackenhut)**
  - **Voluntary incentive pay (bonus).** This bonus was calculated for each person at their last pension contribution multiplied by three. This was calculated to include voluntary incentive pay for 100 percent of the 54 Wackenhut individuals affected in Fiscal Year 1993, 25 percent of the total for Fiscal Year 1994, and 15 percent of the total for Fiscal Year 1995.
  - **Pension plan.** This was calculated to credit individuals with 1,000 hours of service at the time of separation with an additional year of service using their pension contributions as the dollar amount.
- **Health benefits.** Westinghouse, Bechtel, and Wackenhut voluntarily and involuntarily separated full-service employees are eligible for up to three years of medical coverage for themselves and their eligible dependents. For the first year, the separated employee pays the active employee premium rate. For the second year, the former employee can continue coverage with half of the company-paid rate to be paid by the company and half to be paid by the employee. For the third year, the former employee may opt to continue coverage by paying 100 percent of the group rate.



- **Severance pay.** Full-service Westinghouse employees and Bechtel nonmanual employees will receive severance pay equal to one week's salary for each year of service up to 26 weeks' pay depending on eligibility. This does not include Westinghouse limited-service employees and subcontractors. All terminated Wackenhut employees will receive severance pay equal to one week's salary for each year of service. This category also includes costs associated with the Federal Insurance Contribution Act.
- **Notification pay.** Involuntarily separated full-service Westinghouse employees and Bechtel nonmanual employees will receive 60 day's pay in accordance with the Worker Adjustment and Retraining Notification Act. Wackenhut has included a contingency estimate for notification pay, although, based on participation in their voluntary separation program, they do not anticipate any involuntary separations requiring 60 day's pay.

**Table XI-1. Westinghouse/Bechtel workforce restructuring budget, incremental costs for Fiscal Years 1993, 1994, and 1995.**

Category	FY 1993 (\$1,000)	FY 1994 (\$1,000)	FY 1995 (\$1,000)	Total (\$1,000)
Supplemental training	7,078	—	—	7,078
Relocation assistance	2,338	—	—	2,338
Community assistance	1,400	2,800	—	4,200
Outplacement assistance	3,287	1,585	—	4,872
Retirement incentives	26,000	—	—	26,000
Health benefits	4,104	—	—	4,104
Severance pay	6,706	—	—	6,706
Notification pay	5,619	—	—	5,619
<b>Total workforce assistance</b>	<b>56,532</b>	<b>4,385</b>	<b>0</b>	<b>60,917</b>

**Table XI-2. Wackenhut workforce restructuring budget, incremental costs for Fiscal Years 1993, 1994, and 1995.**

Category	FY 1993 (\$1,000)	FY 1994 (\$1,000)	FY 1995 (\$1,000)	Total (\$1,000)
Supplemental training	165	220	165	550
Relocation assistance	12	15	11	38
Community assistance	10	10	25	45
Outplacement assistance	182	225	177	584
Other separation costs	331	202	153	686
Health benefits	477	792	720	1,989
Severance pay	191	278	202	671
Notification pay	43	377	326	746
<b>Total workforce assistance</b>	<b>1,411</b>	<b>2,119</b>	<b>1,779</b>	<b>5,309</b>

**Table XI-3. Total Savannah River Site workforce restructuring budget, incremental costs for Fiscal Years 1993, 1994, and 1995.**

Category	FY 1993 (\$1,000)	FY 1994 (\$1,000)	FY 1995 (\$1,000)	Total (\$1,000)
Supplemental training	7,243	220	165	7,628
Relocation assistance	2,350	15	11	2,376
Community assistance	1,410	2,810	25	4,245
Outplacement assistance	3,469	1,810	177	5,456
Retirement incentives	26,000	—	—	26,000
Other separation costs	331	202	153	686
Health benefits	4,581	792	720	6,093
Severance pay	6,897	278	202	7,377
Notification pay	5,662	377	326	6,365
<b>Total workforce assistance</b>	<b>57,943</b>	<b>6,504</b>	<b>1,779</b>	<b>66,226</b>

# **WORKFORCE RESTRUCTURING PLAN**

## **STAKEHOLDER INPUT**

**June 11, 1993**

**Rev. 2**

## **INTRODUCTION**

The National Defense Authorization Act for fiscal year 1993 requires the Department of Energy to consult with stakeholders affected by the change in workforce during development of the Workforce Restructuring Plan. To give all stakeholders an opportunity to provide input, letters (Appendix A) were mailed on May 14, 1993, to Westinghouse Savannah River Company employees, Bechtel Non-Manual and Craft \* employees, Wackenhut employees, Subcontractors and Community Leaders inviting their ideas for consideration in development of each area of the plan:

- Human Resource Planning
- Retention of Core Competency
- Early Retirement Incentive
- Retraining For Retained Employees
- Retraining For Terminated Employees
- Tuition Reimbursement
- Outplacement Assistance
- Employee Assistance Program
- Relocation Assistance
- Severance Pay
- Extension of Medical Benefits
- Community Assistance

\* Craft employees include: Asbestos Workers, Boilermakers, Carpenters, Cement Masons, Electricians, Ironworkers, Laborers, Machinists, Millwrights, Operating Engineers, Painters, Pipefitters, Sheetmetal Workers, Sprinkler Fitters, and Teamsters.

Attachment 1 illustrates the process used and the organizations responsible for collecting data for the development of this report.

This report reflects a synthesis of the ideas, questions and views expressed by the stakeholders. No explanation has been included for the relatively low response rate, since it would be highly subjective and add little value to the report. The primary focus is on the comments expressed and their relevance to a specific area of the plan. The report has been organized in the following manner:

- Overall summary of global themes, proposals and views identified by stakeholder input;
- A summary of general themes, proposals and views in each area of the plan;
- A statistical summary of responses that displays the data in various formats.

All ideas submitted will be compiled for review and disposition in the development of the Workforce Restructuring Plan. Cost-savings ideas will also be compiled for consideration. The current Workforce Restructuring Plan communication process includes a bulletin for responding to questions. Stakeholder survey questions and responses will be assembled for inclusion in this bulletin.

## **OVERALL SUMMARY**

The overall response (986 of 21,952) from the stakeholders identified for input was relatively low. Some respondents expressed gratitude for the opportunity to share their ideas and opinions. Many stated they lacked enough specific information to adequately reply. A prevalent view, that the mailing was futile and a waste of money, was highlighted by numerous statements that the plan be finalized and implemented as soon as possible. The majority of ideas, comments, and suggestions received are currently under consideration in various scenarios in the development of the plan. Many ideas were specific in a manner that has been determined not to be feasible or cost effective for inclusion in the plan (i.e., 10 + 10 + 1 retirement package). The fact that the majority of responses identified suggestions that have already been considered as part of the plan indicates a lack of awareness of what the plan currently contains. This also supports the numerous comments received that stakeholders did not have enough information to provide meaningful comments and ideas.

Providing an **outstanding early retirement** and an **early separation package** were consistently recurring themes. Tuition reimbursement was widely supported, while recommendations on content and application were varied. Many ideas submitted could be categorized as cost savings opportunities.

## **STAKEHOLDER GROUP SUMMARY**

- **Westinghouse Savannah River Company, Inc.**

Five percent (5%) of the stakeholder mailing was returned (808/15,500).

By far, the most common suggestion was to make the early retirement incentive package as attractive as possible so that a great many people leave voluntarily. Many respondents also recommended adding a general voluntary separation package for everyone, which would lessen the effect of the RIF on employees who want and need to stay. When people leave voluntarily, many other costs are eliminated, such as retraining, medical benefits, community assistance and outplacement.

Assuming some involuntary layoffs will be necessary, respondents strongly favored retraining, both for employees who take jobs in other areas of the site and for those whose employment will be terminated. They also strongly favored outplacement assistance, tuition reimbursement, employee assistance, relocation assistance (including a close relationship with other Westinghouse sites and opportunities for jobs at those sites) and extension of medical benefits. Recommendations on specific terms of these benefits were varied.

- **Bechtel Savannah River, Inc.**

Three percent (3%) of the stakeholder mailing was returned {154/5100 (114/2600 Non-Manual: 40/2500 Craft)}.

The general consensus was that most employees that responded appreciated having the opportunity to give their input. There was a sense of urgency to move out with whatever is going to be done so people could stop worrying about it and get on with business.

Most of the emphasis was placed on Early Retirement Incentive and "Other." Many employees are waiting to see just what the incentive will be.

The majority of Craft employees responding expressed dissatisfaction with their perception of benefits in the Restructuring process. They stated there is more discrimination among the Crafts and that managers will "fix" the system in order to keep their "buddies". They also want to be included in some type of incentive program and education reimbursement program. The general thought was one of anxiousness on their part.

- **Wackenhut Services, Incorporated**

One percent (1%) of the stakeholder mailing was returned (15/1133).

The general themes of the responses received by Wackenhut Services, Incorporated, focused on providing an early retirement or early separation program and cost savings ideas for DOE.

Generally, there was an emphasis on providing an early retirement program or voluntary separation package for all employees. This would encourage those who were ready to leave the workforce to do so, and leave the jobs for those who wanted them. Suggestions ranged from \$25,000 cash bonuses similar to those the U. S. Army Signal Center and Fort Gordon, located in Richmond County, Georgia, recently offered; to severance pay and benefits.

There were a number of cost savings ideas for DOE. The suggestions indicate that DOE could save money in many areas, and fewer jobs would need to be eliminated (example: stop all overtime, eliminate unnecessary Q-level clearances, reduce training staff, change to four 10-hour shifts, freeze salaries, etc.).

Finally, there were some Human Resources Planning ideas such as changing scheduling to reduce overtime, reducing salaries, eliminating positions in certain departments/divisions, merging departments with small numbers of employees, and doing audits of all jobs on site to ensure necessity. Overall, the response was minimal.

- **Community Leaders**

Four percent (4%) of the stakeholder mailing was returned (6/139).

Of the six responses received by May 28, 1993, three were from local community leaders. All three were appreciative of the opportunity to provide feedback. One respondent provided his interpretations of six points provided in the "General Planning Guidelines for Work Force Restructuring". Another respondent asked for DOE and WSRC support for the development of a research park in the county and for information from the site Geographical Information System (GIS).

One letter, counted as a community leader response, was to Secretary O'Leary from an anonymous SRS employee. The idea presented was to reduce the number of hours SRS employees work, not the number of employees.

An additional letter provided ideas on how SRS employees' expertise could be used to solve national problems in the areas of education, health care and the environment.

In summary, the responses received do not reflect an adequate sampling of community leaders. Letters sent to community stakeholders did not provide information about the elements of the draft workforce restructuring plan.

- **Subcontractor**

Four point six percent (4.6%) of the stakeholder mailing was returned (3/80).

Of the three responses, one was promoting training services and another requested resumes of RIF personnel. The one other responder offered ideas in six categories. Those ideas were essentially to treat subcontractors with 24 months site experience as if they were Westinghouse personnel. They suggest subcontractors be hired, entitled to medical benefits, entitled to relocation benefits, eligible for outplacement services, and designated as "core" personnel. They also suggest we place a large training subcontract to accomplish the planned retraining.

## **NARRATIVE SUMMARY BY AREA OF PLAN**

The following information reflects a synthesis of the ideas and comments based on an evaluation of recurring themes expressed in stakeholder responses.

### **Human Resource Planning**

*General: There were 307 ideas submitted. There was a perception that communication should be increased on the progress of the restructuring. Frustration was expressed with the overall progress on developing precise information on the plan and communicating it to stakeholders.*

Detailed:

- Consider various options identified by many employee stakeholders to eliminate the entire RIF or reduce its impact, i.e., job sharing, reduced workweek, pay freeze, pay reduction. Recommendations on the specifics in these areas were varied;
- Eliminate one position from a household where husband and wife are both employed at the site;
- Provide information on job opportunities elsewhere to all employees affected by the RIF;
- Allow employees who have been upgraded from nonexempt to exempt or from operator to supervisor to return to their previous status;
- Terminate problem employees;
- Discontinue overtime abuse at the site;
- Consider various cost improvement suggestions that would help to reduce the RIF.

### **Retention of Core Competency**

*General: There were 101 ideas submitted. Comments focused on retaining employees with special skills, such as engineers and scientists. Concern was expressed about supervisors using favoritism to identify employees to be retrained.*

Detailed:

- Recognize that core competency be identified and considered across the site, not just in Reactors;



- Consider all high performers for retraining for positions identified as core competency;
- Release overhead employees and retain engineers and scientists.

### **Early Retirement Incentive**

*General: There were 459 ideas submitted. This was clearly the area of the plan that received the most attention. Early retirement was viewed as a key tool to minimize the RIF.*

Detailed:

- Maximize the early retirement package to minimize layoffs. Enhance the early retirement incentive to 5 + 5 + 1 and various combinations of years of service, age, and dollar combinations;
- Make Westinghouse transferees' corporate pensions available to eligible WSRC employees who choose the early retirement incentive package;
- Offer voluntary termination plan attractive enough to minimize RIF. Offer cash bonuses.

### **Retraining For Retained Employees**

*General: There were 80 ideas submitted. Responses indicated a favorable attitude toward retraining. There were suggestions for retraining employees for strategic work that would occur with the site's mission changes.*

Detailed:

- Special emphasis made on retraining in environmental cleanup work;
- Start retraining immediately;
- Suggestions on changing current training requirements to save money.

### **Retraining For Terminated Employees**

*General: There were 63 ideas submitted. Comments were highly favorable in this area. The majority of stakeholders expressed a need for retraining both RIF employees and those accepting voluntary separation.*

Detailed:

- Provide training to help them get jobs at other sites or at WSRC;

### **Tuition Reimbursement**

*General: There were 93 ideas submitted. Most suggestions focused on continuing tuition reimbursement programs and providing incentives for continuing higher education as part of career development.*

Detailed:

- Provide for up to two years or until a person finds a new job;
- Two years tuition reimbursement. Questions regarding availability of funds for graduate versus undergraduate programs and duration of funding assistance.

### **Outplacement Assistance**

*General: There were 113 ideas submitted. There is a broad consensus in favor of this support. Suggestions ranged from computer equipment at an outplacement center to conducting special resume writing workshops for RIF employees.*

Detailed:

- Heavy support for outplacement assistance;
- Emphasis placed on transferring employees to other company locations;
- Provide opportunities for RIF employees to interview with potential employers;
- Provide computer equipment and resume preparation assistance;
- Provide security at the outplacement center;
- Publish job opportunities at other company and DOE sites;
- Hold job fairs.

### **Employee Assistance Program**

*General: There were 18 ideas submitted. This was not perceived as a high priority item. Comments focused on continuing existing programs.*

Detailed: N/A

## **Relocation Assistance**

*General: There were 79 ideas submitted. Many stakeholders expressed concern about their ability to successfully relocate and sell their current home.*

Detailed:

- Suggestions regarding DOE purchasing homes of displaced workers;
- Provide dollars to employees that relocate outside CSRA;
- Provide mortgage assistance to RIF employees.

## **Severance Pay**

*General: There were 111 ideas submitted. There was an emphasis on providing incentives for employees not eligible for ERI.*

Detailed:

- Make available to all employees, including Craft;
- Make the package attractive enough to entice employees not eligible for early retirement.

## **Extension of Medical Benefits**

*General: There were 84 ideas submitted. Stakeholders were almost unanimous in identifying the need for extended medical benefits for terminated employees.*

Detailed:

- Concern expressed about how a RIF employee will be able to pay for any part of medical benefits;
- Suggest from six months up to three years shared costs. Identified as critical benefit that should be fully funded for a period of time.

## **Community Assistance**

*General: There were 30 ideas submitted. Comments received in this area were general in nature.*

Detailed:

- Concentrate on a new mission at SRS and find a new high tech industry that would relocate to the CSRA.

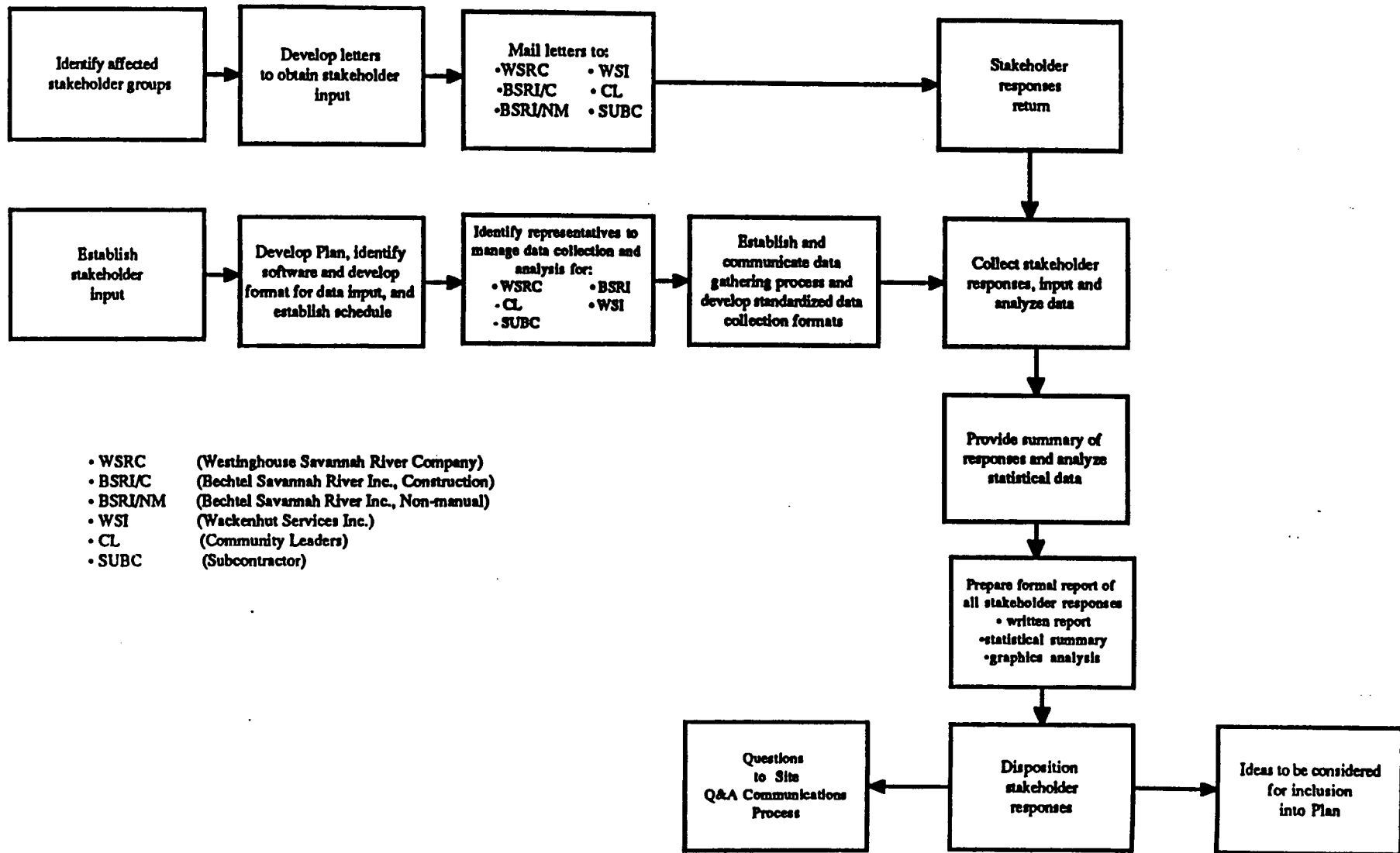
**Other**

*General: There were 97 ideas submitted. This category was identified as necessary, since many of the suggestions and ideas did not lend themselves to the previously identified areas of the plan.*

Detailed:

- Numerous cost reduction suggestions;
- Minimize the number of Q-level security clearances. Change Qs to Ls;
- Cut top jobs as well as bottom jobs;
- Freeze the current computer configuration. No new upgrades for two years;
- Views on nepotism, favoritism and discrimination;
- Views on the need for this report to be submitted to DOE;
- Views that if the plan had been provided it would have been easier to comment;
- Views on just getting the layoff over and getting on with the work.

# STAKEHOLDER INPUT PROCESS



STAKEHOLDER SURVEY  
REPORT FORMAT

ALL STAKEHOLDER GROUPS

NUMBER OF SURVEYS DISTRIBUTED: 21,952

NUMBER OF SURVEYS RETURNED: 986

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	307	27	48	382
Retention of Core Competency (RCC)	101	7	14	122
Early Retirement Incentive (ERI)	459	22	17	498
Retraining For Retained Employees (RRE)	80	4	10	94
Retraining For Terminated Employees (RTE)	63	5	9	77
Tuition Reimbursement Plan (TRP)	93	20	12	125
Outplacement Assistance (OA)	113	7	4	124
Employee Assistance Program (EAP)	18	3	4	25
Relocation Assistance (RA)	79	5	9	93
Severance Pay (SP)	111	11	10	132
Extension of Medical Benefits (EMB)	84	11	18	113
Community Assistance (CA)	30	3	3	36
Other (OTH)	97	15	53	165
TOTALS	1635	140	211	1986

**STAKEHOLDER SURVEY  
REPORT FORMAT**

WSRC

NUMBER OF SURVEYS DISTRIBUTED: 15,500

NUMBER OF SURVEYS RETURNED: 808

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	271	23	43	337
Retention of Core Competency (RCC)	90	5	9	104
Early Retirement Incentive (ERI)	399	19	7	425
Retraining For Retained Employees (RRE)	59	4	3	66
Retraining For Terminated Employees (RTE)	56	3	3	62
Tuition Reimbursement Plan (TRP)	77	17	6	100
Outplacement Assistance (OA)	90	7	4	101
Employee Assistance Program (EAP)	16	2	1	19
Relocation Assistance (RA)	63	3	1	67
Severance Pay (SP)	101	10	3	114
Extension of Medical Benefits (EMB)	73	8	3	84
Community Assistance (CA)	23	1	1	25
Other (OTH)	22	2	15	39
<b>TOTALS</b>	<b>1340</b>	<b>104</b>	<b>99</b>	<b>1543</b>

**STAKEHOLDER SURVEY  
REPORT FORMAT**

BSRI -- NONMANUAL

NUMBER OF SURVEYS DISTRIBUTED: 2,600

NUMBER OF SURVEYS RETURNED: 114

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	22	4	4	30
Retention of Core Competency (RCC)	9	2	5	16
Early Retirement Incentive (ERI)	41	3	8	52
Retraining For Retained Employees (RRE)	11	0	6	17
Retraining For Terminated Employees (RTE)	5	2	6	13
Tuition Reimbursement Plan (TRP)	9	3	6	18
Outplacement Assistance (OA)	13	0	0	13
Employee Assistance Program (EAP)	2	1	2	5
Relocation Assistance (RA)	14	1	7	22
Severance Pay (SP)	9	1	7	17
Extension of Medical Benefits (EMB)	7	3	14	24
Community Assistance (CA)	5	2	2	9
Other (OTH)	19	8	13	40
<b>TOTALS</b>	<b>166</b>	<b>30</b>	<b>80</b>	<b>276</b>



# STAKEHOLDER SURVEY REPORT FORMAT

BSRI – CRAFT

NUMBER OF SURVEYS DISTRIBUTED: 2,500

NUMBER OF SURVEYS RETURNED: 40

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	0	0	0	0
Retention of Core Competency (RCC)	1	0	0	1
Early Retirement Incentive (ERI)	9	0	1	10
Retraining For Retained Employees (RRE)	5	0	1	6
Retraining For Terminated Employees (RTE)	0	0	0	0
Tuition Reimbursement Plan (TRP)	3	0	0	3
Outplacement Assistance (OA)	3	0	0	3
Employee Assistance Program (EAP)	0	0	1	1
Relocation Assistance (RA)	1	0	1	2
Severance Pay (SP)	1	0	0	1
Extension of Medical Benefits (EMB)	2	0	1	3
Community Assistance (CA)	0	0	0	0
Other (OTH)	34	4	20	58
<b>TOTALS</b>	<b>59</b>	<b>4</b>	<b>25</b>	<b>88</b>

STAKEHOLDER SURVEY  
REPORT FORMAT

WSI

NUMBER OF SURVEYS DISTRIBUTED 1,133

NUMBER OF SURVYES RETURNED: 15

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	12	0	0	12
Retention of Core Competency (RCC)	0	0	0	0
Early Retirement Incentive (ERI)	10	0	1	11
Retraining For Retained Employees (RRE)	3	0	0	3
Retraining For Terminated Employees (RTE)	1	0	0	1
Tuition Reimbursement Plan (TRP)	4	0	0	4
Outplacement Assistance (OA)	5	0	0	5
Employee Assistance Program (EAP)	0	0	0	0
Relocation Assistance (RA)	0	0	0	0
Severance Pay (SP)	0	0	0	0
Extension of Medical Benefits (EMB)	1	0	0	1
Community Assistance (CA)	0	0	0	0
Other (OTH)	17	0	0	17
<b>TOTALS</b>	<b>53</b>	<b>0</b>	<b>3</b>	<b>56</b>

STAKEHOLDER SURVEY  
REPORT FORMAT

## SUBCONTRACTORS

NUMBER OF SURVEYS DISTRIBUTED: 80

NUMBER OF SURVEYS RETURNED: 3

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	1			1
Retention of Core Competency (RCC)	1			1
Early Retirement Incentive (ERI)	0			0
Retraining For Retained Employees (RRE)	2			2
Retraining For Terminated Employees (RTE)	0			0
Tuition Reimbursement Plan (TRP)	0			0
Outplacement Assistance (OA)	2			2
Employee Assistance Program (EAP)	0			0
Relocation Assistance (RA)	1			1
Severance Pay (SP)	0			0
Extension of Medical Benefits (EMB)	1			1
Community Assistance (CA)	0			0
Other (OTH)	0			0
<b>TOTALS</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>8</b>

STAKEHOLDER SURVEY  
REPORT FORMAT

## COMMUNITY LEADERS

NUMBER OF SURVEYS DISTRIBUTED: 139

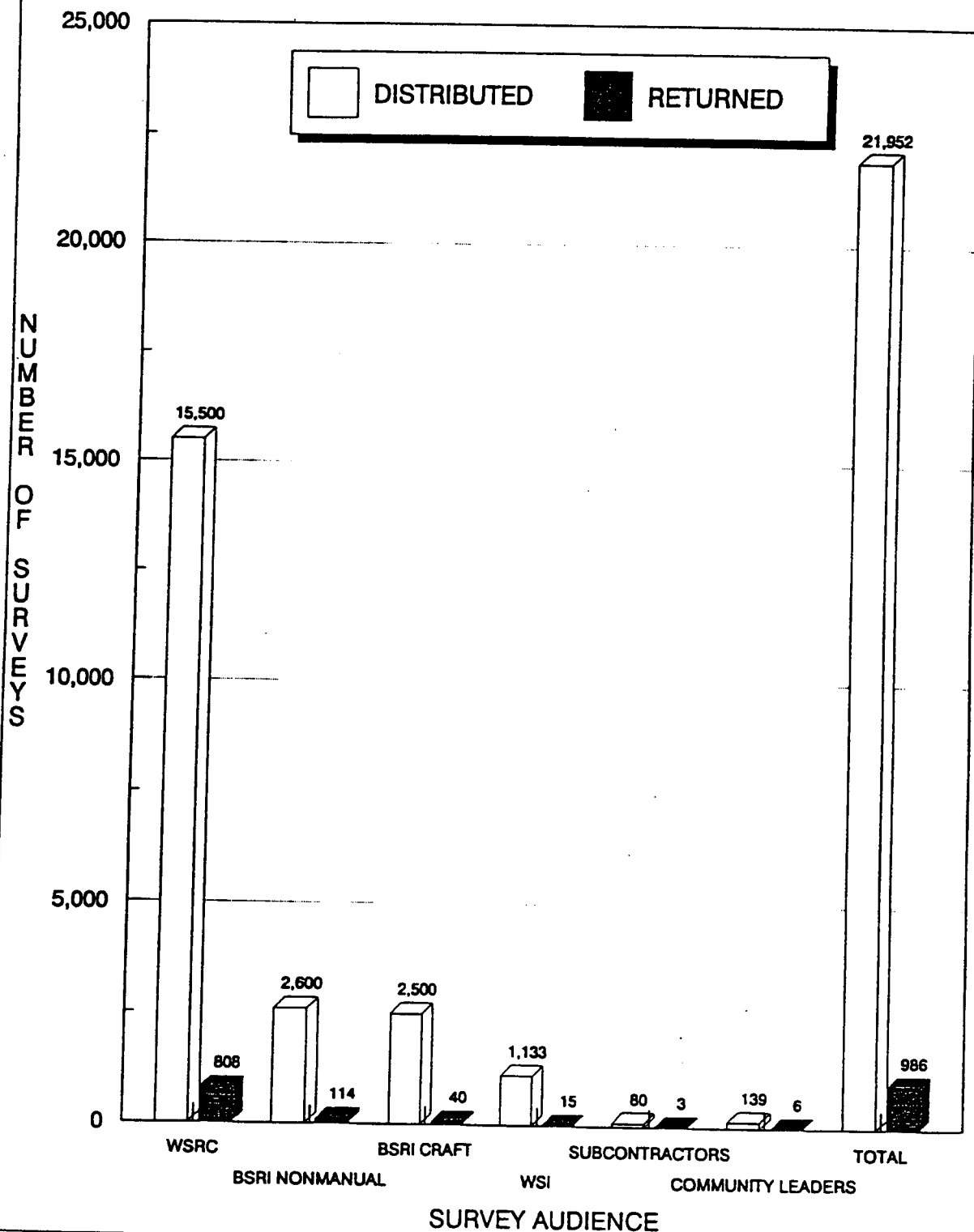
NUMBER OF SURVEYS RETURNED: \*6

AREA OF PLAN	STATISTICAL SUMMARY OF SURVEY INFORMATION			
	NUMBER OF IDEAS	NUMBER OF QUESTIONS	NUMBER OF VIEWS	TOTAL
Human Resource Planning (HRP)	1		1	2
Retention of Core Competency (RCC)				0
Early Retirement Incentive (ERI)				0
Retraining For Retained Employees (RRE)				0
Retraining For Terminated Employees (RTE)	1			1
Tuition Reimbursement Plan (TRP)				0
Outplacement Assistance (OA)				0
Employee Assistance Program (EAP)				0
Relocation Assistance (RA)		1		1
Severance Pay (SP)				0
Extension of Medical Benefits (EMB)				0
Community Assistance (CA)	2			2
Other (OTH)	5	1	3	9
TOTALS	9	2	4	15

\* Of six surveys received, only three were from designated community leaders.

## SURVEYS DISTRIBUTED AND RETURNED

FIGURE 1



## SURVEYS RETURNED

FIGURE 2

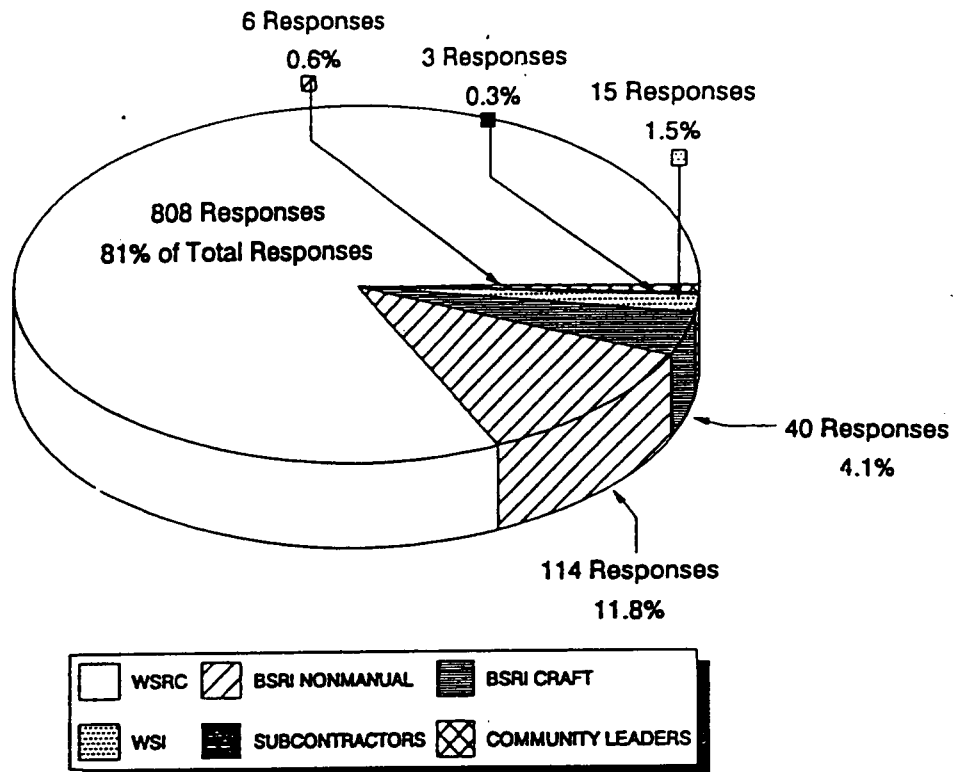
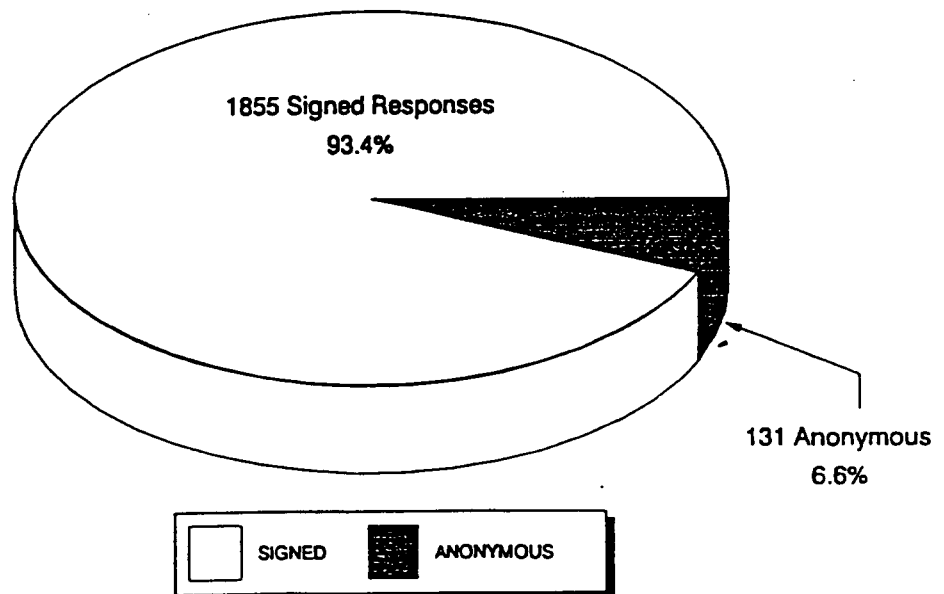


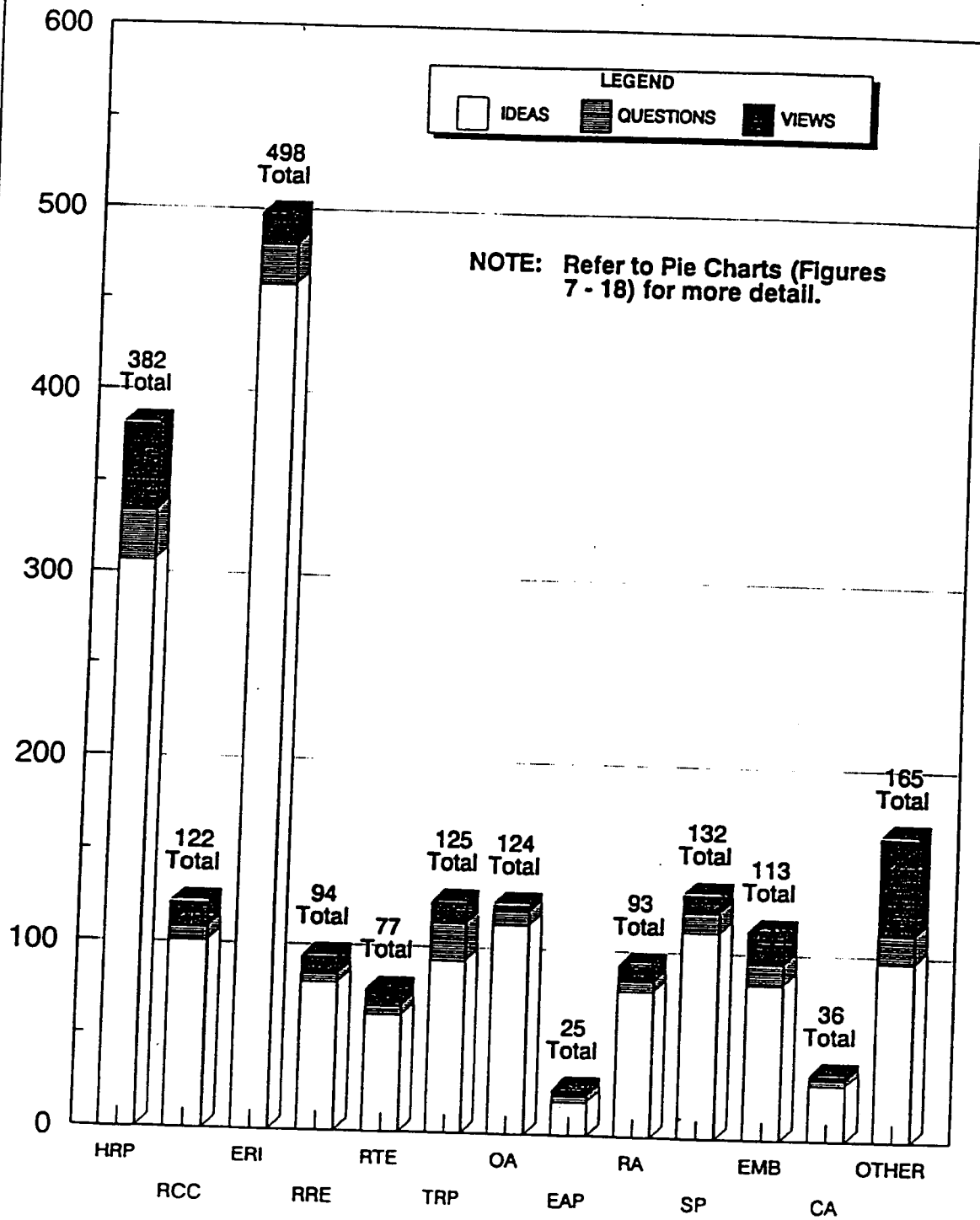
FIGURE 3



## NUMBER OF SIGNED/UNSIGNED SURVEYS RECEIVED

# NUMBER OF COMMENTS

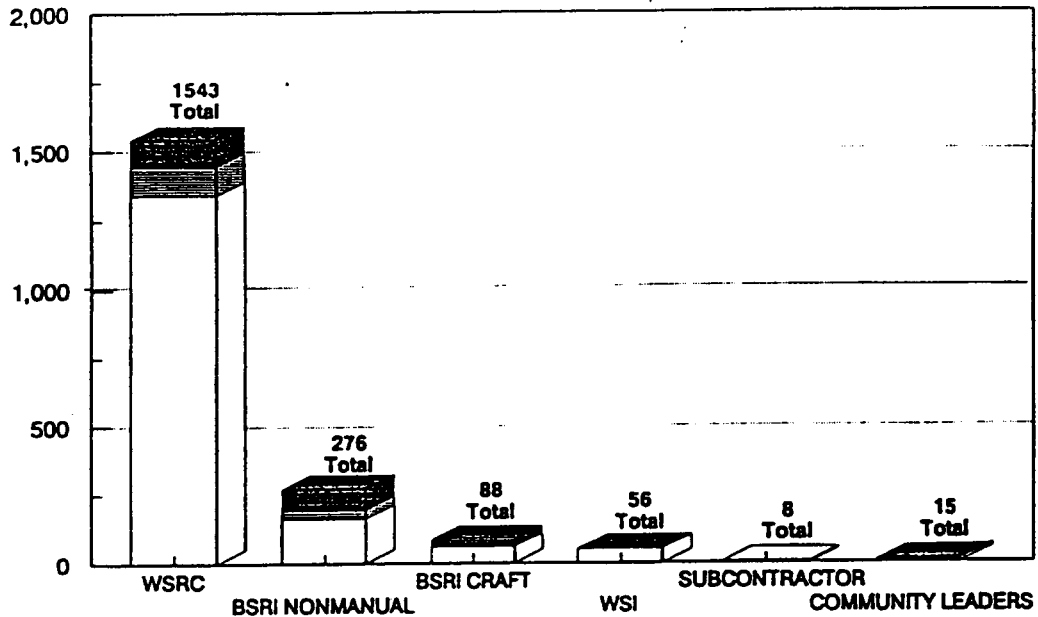
FIGURE 4



INDIVIDUAL AREAS OF PLAN

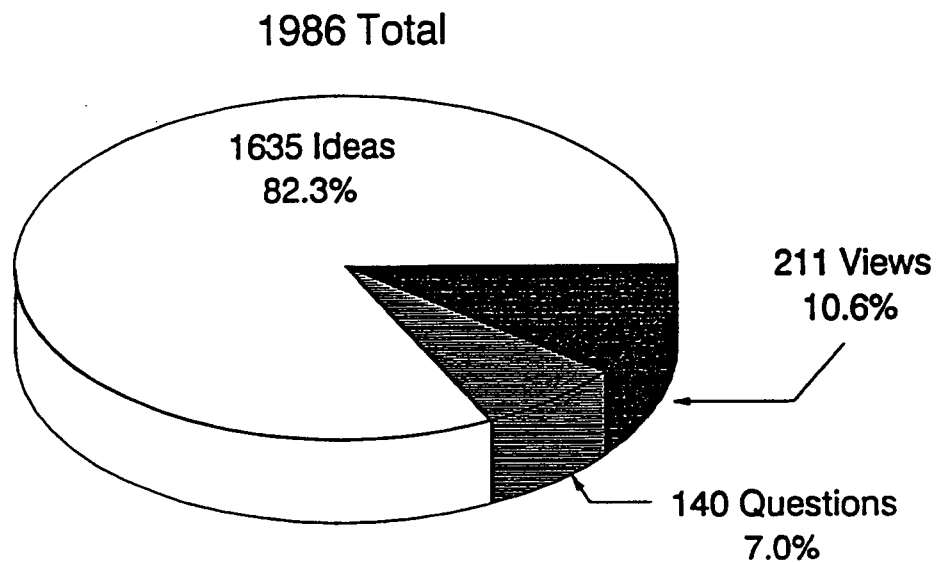
## NUMBER OF COMMENTS

FIGURE 5



## COMMENT BREAKDOWN BY SURVEY AUDIENCE

FIGURE 6



## ALL AREAS OF THE PLAN

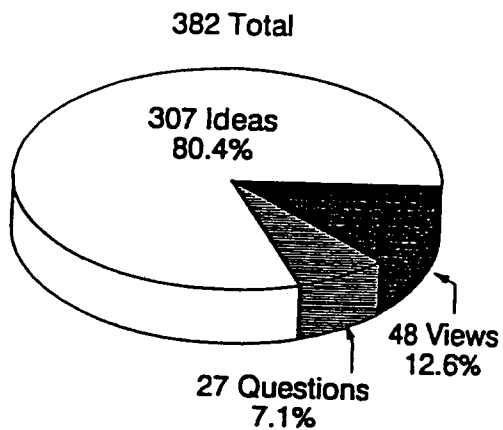
### LEGEND





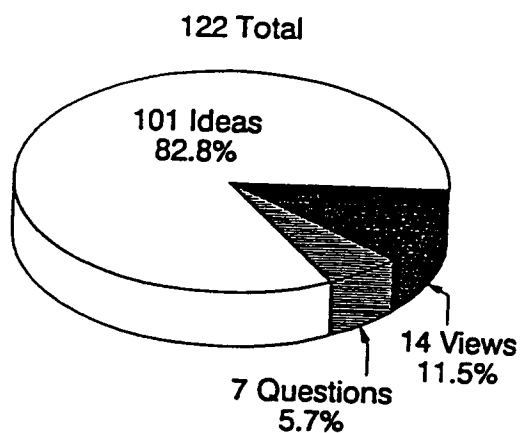
## NUMBER OF COMMENTS

FIGURE 7



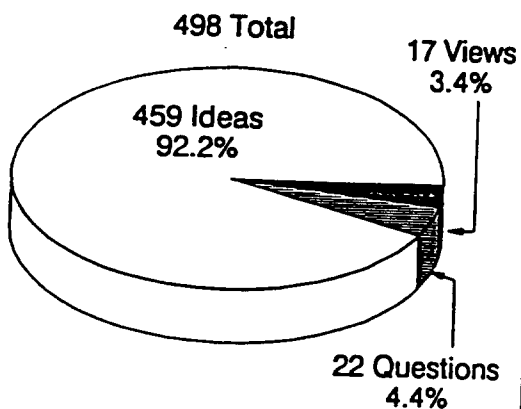
HUMAN RESOURCE  
PLANNING

FIGURE 8



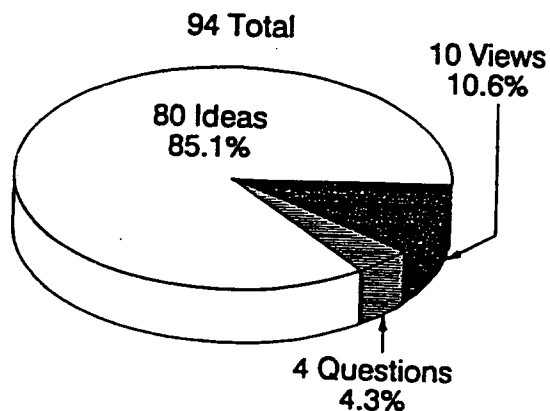
RETENTION OF CORE  
COMPETENCY

FIGURE 9



EARLY RETIREMENT  
INCENTIVE

FIGURE 10



RETRAINING FOR  
RETAINED EMPLOYEES

### LEGEND



IDEAS



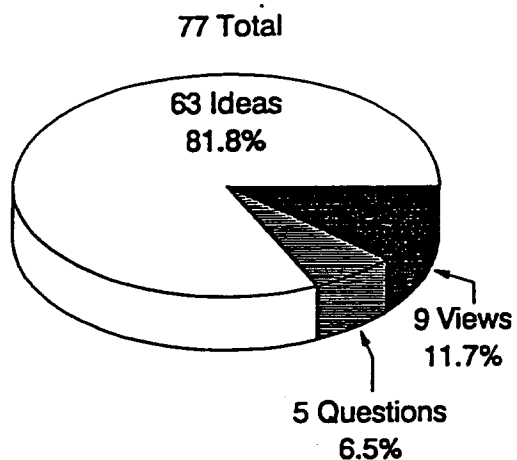
QUESTIONS



VIEWS

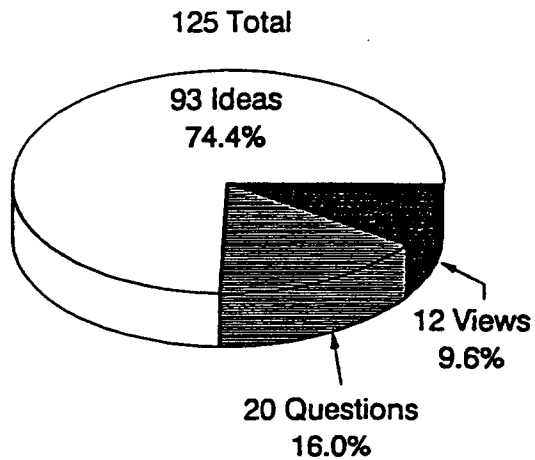
## NUMBER OF COMMENTS

FIGURE 11



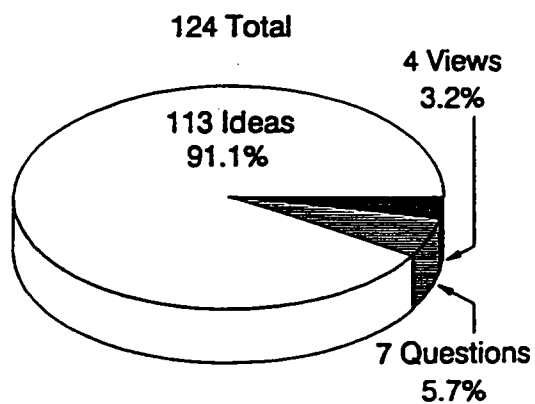
RETRAINING FOR  
TERMINATED EMPLOYEES

FIGURE 12



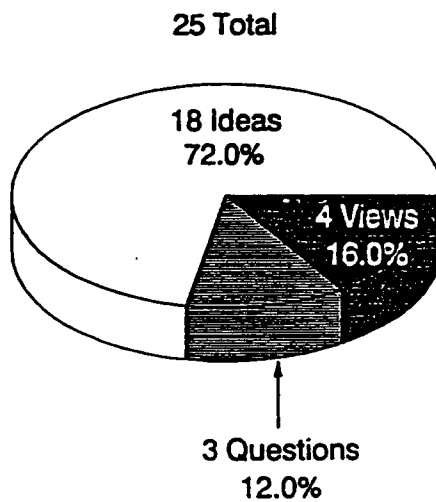
TUITION REIMBURSEMENT

FIGURE 13



OUTPLACEMENT ASSISTANCE

FIGURE 14



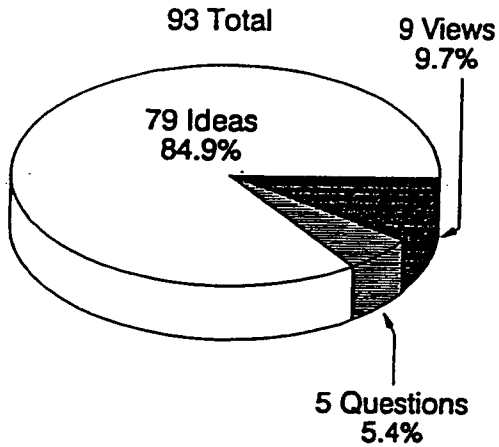
EMPLOYEE ASSISTANCE  
PROGRAM

### LEGEND



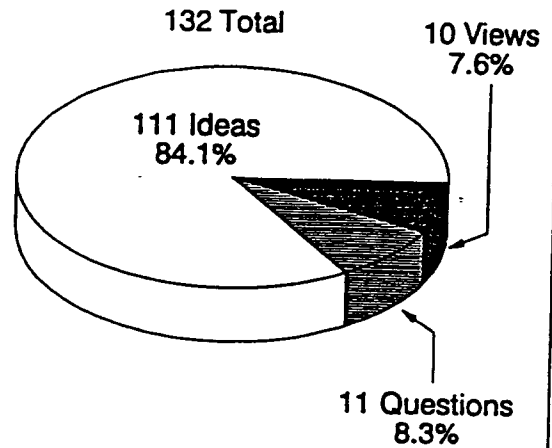
## NUMBER OF COMMENTS

FIGURE 15



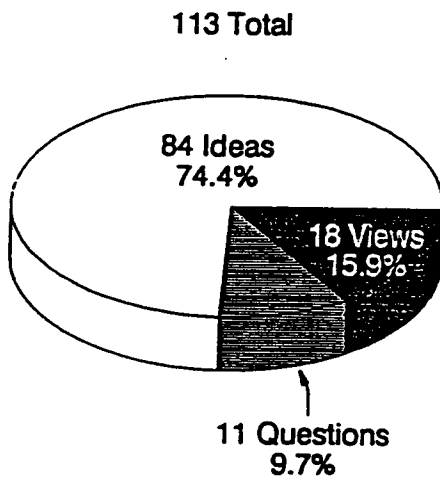
RELOCATION ASSISTANCE

FIGURE 16



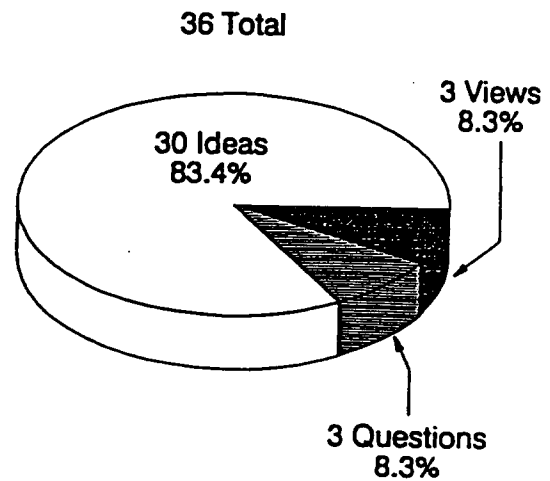
SEVERANCE PAY

FIGURE 17



EXTENSION OF  
MEDICAL BENEFITS

FIGURE 18



COMMUNITY ASSISTANCE

### LEGEND



IDEAS

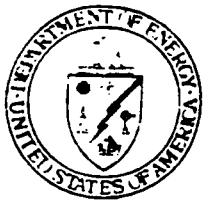


QUESTIONS



VIEWS

## Appendix A



Department of Energy  
Field Office, Savannah River  
P.O. Box A  
Aiken, South Carolina 29802

MAY 11 1993

SAMPLE

Multiple Addressees:

## GUIDELINES FOR WORKFORCE RESTRUCTURING

As you know, the Department of Energy and its contractors at the Savannah River Site are moving through the difficult process of restructuring our workforce to respond to changing global defense needs and tightening budgets. We want to make sure that any resulting cutbacks are handled in a way that minimizes impacts on employees and the communities who have supported our nation's defense for the past 40 years.

The Savannah River Site is now developing workforce restructuring and community economic impact plans. They will include provisions to assist affected employees and communities through a variety of programs -- including support for social and economic development initiatives.

The National Defense Authorization Act of 1993 requires consultation with stakeholders affected by the change in workforce during development of the workforce restructuring plans. Enclosed with this letter is a copy of the guidelines set forth by the Department of Energy for dealing with the provisions of the Act.

We will conduct this restructuring so that individual and societal hardships are minimized as much as possible. We need your help and your insight as a stakeholder will be appreciated. Please send your comments by May 24, 1993, to the Human Resources Division (HRD-Q), Department of Energy, Savannah River Operations Office, P O Box A, Aiken, SC 29802, so that we can consider your thoughts in our planning.

Sincerely,

*Original Signed by  
Mark A. Siderman for*

Mario P. Fiori  
Manager

Enclosure

## GENERAL PLANNING GUIDELINES FOR WORK FORCE RESTRUCTURING

### BACKGROUND

The National Defense Authorization Act for Fiscal Year 1993 (the Act), enacted into law on October 23, 1992 (Public Law 102-484), includes a requirement under Section 3161 for the Secretary of Energy to develop a plan for restructuring the work force for a defense nuclear facility, taking into account reconfiguration and the most recent nuclear weapons stockpile plan, whenever there is a determination that a change in the work force is necessary. The Act provides specific objectives to guide the preparation of a plan to minimize the impact on workers, to include retirement incentives, retraining, preference in hiring at other facilities, relocation assistance, and consultation with various government and non-government groups. A plan is due to the Congress within 90 days of notification to affected workers of a restructuring action; and the notification should occur 120 days in advance of the restructuring.

The following stakeholders are affected by, or involved in, either the planning or implementation of the legislative objectives: Departmental Headquarters and Operations Offices; Management and Operating contractors, and other prime contractors and subcontractors at Department of Energy sites; the workers for these contractors; the bargaining representatives for these workers; other Federal Government agencies, particularly the Departments of Labor, Commerce and Defense; State and local governments; community groups; and institutions of higher education.

A task force of Defense Programs, Environmental Restoration and Waste Management, Contractor Human Resource Program, General Counsel, and Operations Office representatives has been considering the implications of Section 3161. Several operations offices have requested Headquarters guidance on what elements should be contained in a work force restructuring plan. It is the view of the task force that the operations offices, in consultation with the appropriate stakeholders, are in a better position to understand the needs unique to a particular work force restructuring. Accordingly, the following is offered in a general sense only, and should not be regarded as all inclusive or exclusionary.

1. Section 3163 of the Act provides definitions that apply to section 3161: the term "DOE employee" means any employee of the Department of Energy employed at a Department of Energy defense nuclear facility, including any employee of a contractor or subcontractor of the Department of Energy employed at such a facility. As a general matter, offering all benefits to all prime contractor and subcontractor employees may not be appropriate. Typically, non-Management and Operating contractors and subcontractors are brought to Department of Energy sites for short-term and specific specialized activities and released when the job is completed. In some cases, however, non-Management and Operating contractor and subcontractor employees may have worked several years at a Department of Energy facility. Each operations office should evaluate its particular site subcontractor relationships and submit plans accordingly.
2. An objective of the section is to provide 120 day notification before commencement of work force changes. The Act does not provide specific guidance on what constitutes notification. Notification could be a broad announcement to the employees and the community that work force changes at the location are required. If the notification is a broad announcement, specific individual notifications should come later, after careful consideration is given to all possible actions to minimize impacts to workers. If layoffs are required and fall under the provisions of the Worker Adjustment and Retraining Notification Act, employees must be given 60 days layoff notice.

3. The section cites that, "to the extent practicable," affected employees shall receive preference in any hiring of the Department of Energy. To implement this, the task force proposes that all Department of Energy Management and Operating contractors be directed to review resumes of interested Management and Operating contractor displaced workers and give these displaced workers priority consideration before hiring other off-site applicants. In addition, the Office of Contractor Human Resource Program in the Office of Procurement, Assistance and Program Management will develop a process for resume exchange and will work with the operations offices to implement this process.
4. An objective of the section is that the Department of Energy should provide relocation assistance to employees who transfer to other Department of Energy facilities as a result of the plan. In general, a Management and Operating contractor which hires a displaced employee may choose to follow its normal practice of paying relocation costs. A work force restructuring plan could make other accommodations, however, consistent with applicable requirements.
5. Since no funding was specifically appropriated for the Department of Energy to implement Section 3161 in Fiscal Year 1993, and limited funds have been identified in the Fiscal Year 1994 budget, certain budget responsibilities need to be assigned. At present, the task force proposes that funding the implementation of the section be the responsibility of the program that funds the activity subject to the work force restructuring, with the exception of specific retraining into certain jobs, e.g., environmental and waste management activities, where the program that will gain the services of the employee should pay for the retraining. Other common support efforts, where several programs will benefit from the effort, could be cost-shared on mutually agreeable terms. In addition to Departmental funding, the Department is looking into other potential funding sources that could support work force restructuring initiatives, including those available through the Job Training Partnership Act at the Department of Labor, the Economic Development Agency at the Department of Commerce, and the Office of Economic Adjustment at the Department of Defense.
6. A significant policy issue related to the implementation of the requirements of Section 3161 is the potential development of two classes of displaced workers ("defense" and "non-defense" employees) at the same site or even within the same Management and Operating contract, which also may be covered by the same bargaining agreement. This could result because section 3161 requires the Department to prepare restructuring plans only with respect to changes in work forces at a defense nuclear facility. The Secretary believes, however, that the objectives of Section 3161 be applied Department-wide for all Management and Operating contractors, regardless of program funding source.
7. It currently appears that almost every defense nuclear facility site may have significant work force changes as a result of the Fiscal Year 1994 budget. If the Department finds during initial implementation of Section 3161 that some of our sites expect only small work force changes, we may seek Congressional approval to establish an annual threshold of work force change that would require submittal of a plan to Congress. In implementing the objectives of the legislation for nondefense nuclear facilities, the task force proposes establishing a threshold of annual site-wide staff impacts that exceed 250 employees.



Westinghouse  
Savannah River Company

P.O. Box 616  
Aiken, SC 29802

May 14, 1993

**TO: ALL WSRC EMPLOYEES**

**GUIDELINES FOR WORKFORCE RESTRUCTURING (U)**

Recognizing that the downsizing of the defense complex in the post-Cold War era would impact many individuals and communities whose contributions over the past 45 years were key to the ultimate winning of the Cold War, Congress enacted into law on October 23, 1992, the National Defense Authorization Act for Fiscal Year 1993. Section 3161 of this act requires the development of a workforce restructuring plan for each Department of Energy facility that will experience a change in its workforce due to reduced defense program funding. The intention of Congress in developing this act was to include provisions in these plans designed to repay a debt of gratitude to the men and women in defense industries who served their nation during the Cold War by (1) minimizing social and economic impacts, (2) notifying employees and communities of pending workforce changes 120 days prior to commencing such changes, and (3) minimizing layoffs through the use of retraining, early retirement, and attrition when possible.

The act also requires the Department of Energy to consult with stakeholders affected by the change in workforce during development of the workforce restructuring plan. You, the people who proudly built and now maintain and operate the Savannah River Site, are our most important stakeholders. Enclosed is a document entitled "General Planning Guidelines for Work Force Restructuring." This document was sent to all Department of Energy operations offices by Robert DeGrasse, chairman of the Department of Energy's Task Force on Worker and Community Transition. Also enclosed is an overview of the various elements we are considering as we draft our workforce restructuring plan.

I invite you to review the enclosed documents and respond with any ideas you may have. A form has been provided for your use. Our intent is to administer this restructuring so that hardships are limited as much as possible. Your help and insight is appreciated.

A. L. Schwallie  
President



# Bechtel

802 E. Martintown Road, BTC-416  
North Augusta, SC 29841  
(803) 442-5000  
Fax: (803) 442-5183

May 11, 1993

TO: ALL BSRI Non-Manual Employees

## Workforce Restructuring Plan


The National Defense Authorization Act for Fiscal Year 1993 was enacted into law on October 23, 1992. Congress took the action to recognize that the downsizing of the defense complex in the post-Cold-War era would impact many individuals and communities whose contributions over the past several decades were instrumental in winning the Cold War.

The Act requires the Department of Energy, in conjunction with its contractors and sub-contractors, to develop a workforce restructuring plan for each facility experiencing a change in its workforce due to reduced defense program funding. In developing this Act, Congress included provisions designed to repay a debt of gratitude to the men and women in defense industries who served their nation during the Cold War. Its intention is to minimize social and economic impact by notifying employees and communities of pending workforce changes 120 days prior to commencing such changes and limiting layoffs through the use of retraining, early retirement and attrition when possible.

BSRI will work closely with Westinghouse Savannah River Company and the Department of Energy to develop a workforce restructuring plan. Enclosed is an overview of the various elements that are being considered as we draft the plan. Also enclosed is a document entitled, "General Planning Guidelines for Work Force Restructuring". This document was sent to all Department of Energy operations offices by Robert DeGrasse, Chairman of the Department of Energy's Task Force on Worker and Community Transition.

The Act also requires the Department of Energy, along with its contractors and sub-contractors, to consult with stakeholders affected by the change in workforce during the development of their workforce restructuring plan. You, the employees who helped build, maintain and operate the Savannah River Site, are our most important stakeholder. As such, we invite you and your families to review these elements and respond with any ideas you may have that will help us accomplish this restructuring in a fair and equitable manner.

Sincerely,

  
T. A. Mangelsdorf  
President



**Savannah River, Inc.**

# Bechtel

802 E. Martintown Road, BTC-416

North Augusta, SC 29841

(803) 952-5000

FAX: (803) 952-5183

May 14, 1993

TO: ALL BSRI Craft Employees

## Workforce Restructuring Plan

The National Defense Authorization Act for Fiscal Year 1993 was enacted into law on October 23, 1992. Congress took the action to recognize that the downsizing of the defense complex in the post-Cold-War era would impact many individuals and communities whose contributions over the past several decades were instrumental in winning the Cold War.

The Act requires the Department of Energy, in conjunction with its contractors and subcontractors, to develop a workforce restructuring plan for each facility experiencing a change in its workforce due to reduced defense program funding. In developing this Act, Congress included provisions designed to help repay a debt of gratitude to the men and women in defense industries who served their nation during the Cold War. Its intention is to minimize social and economic impact by notifying employees and communities of pending workforce changes prior to commencing such changes and limiting layoffs through the use of retraining, early retirement and attrition when possible.

BSRI will work closely with Westinghouse Savannah River Company and the Department of Energy to develop a workforce restructuring plan. Enclosed is a document entitled, "General Planning Guidelines for Work Force Restructuring". This document was sent to Department of Energy Operations Offices by Robert Degrasse, Chairman of the Department of Energy's Task Force on Worker and Community Transition. We have been advised that this document has also been provided to the General President of each Building Trades Union.

The Act also requires the Department of Energy, along with its contractors and subcontractors, to consult with stakeholders affected by the change in workforce during the development of their workforce restructuring plan. You, the employees, who helped build, maintain and operate the Savannah River Site, are an important stakeholder. As such, we invite you and your families to review these planning guidelines and respond with any ideas you may have that will help us accomplish this restructuring in a fair and equitable manner.

Sincerely,

  
T. A. Mangelsdorf  
President



Bechtel Savannah River, Inc.



Westinghouse  
Savannah River Company

P.O. Box 616  
Aiken SC 29802

May 12, 1993

Mr. Oscar Parada  
EBASCO Services, Inc.  
753 Broad Street  
Suite 900  
Augusta, GA 30901-1348

Dear Mr. Parada:

As we move through the difficult process of restructuring our mission and workforce at the Savannah River Site to respond to changing global defense needs and tightening federal budgets, we want to make sure that any resulting cutbacks are handled in a way that minimizes impacts on employees and the communities who have supported our nation's defense for the past 40 years.

We are now developing a workforce restructuring and community impact plan that we hope will do just that. It will include provisions to assist affected employees and communities through a variety of programs.

The National Defense Authorization Act of 1993 requires that the Department of Energy submit such a plan to Congress no later than early July. Drafts of that plan will be going to DOE for their review soon. Attached to this letter is: a copy of the guidelines set forth by the DOE in Washington, D.C., for dealing with the provisions of the Act; an overview of the various elements being considered for the plan; and a form you can use to send your thoughts to us.

Our intent is to administer this restructuring so that hardships are limited as much as possible. Your help and insight will be appreciated. Please return the enclosed form with your comments by May 21, 1993, to our offices so that we can consider your ideas in our planning.

Very truly yours,

G. A. Krist, Manager  
Administrative Services Division

# WACKENHUT

SECURITY SYSTEMS AND SERVICES THROUGHOUT THE WORLD

WACKENHUT SERVICES, INCORPORATED  
SAVANNAH RIVER SITE  
P.O. DRAWER W  
AIKEN, SOUTH CAROLINA 29802-0990  
(803) 952-7649

May 17, 1993

TO: All WSI-SRS Employees

SUBJECT: WORKFORCE RESTRUCTURING PLAN

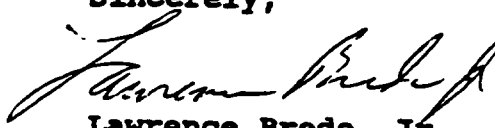
The National Defense Authorization Act for FY 93 was enacted into law on October 23, 1992. Congress took the action to recognize that the downsizing of the defense complex in the post Cold War era would affect many individuals and communities.

The Act requires the Department of Energy, in conjunction with its contractors and subcontractors, to develop a workforce restructuring plan for each facility experiencing a change in its workforce due to reduced defense program funding. In developing this Act, Congress included provisions designed to help repay a debt of gratitude to the men and women in defense industries who served their nation during the Cold War. Its intention is to minimize social and economic impact by notifying employees and communities of pending workforce changes prior to commencing such changes and limiting layoffs through the use of retraining, early retirement and attrition when possible.

WSI will work closely with other site contractors and the Department of Energy to develop a workforce restructuring plan. Enclosed is a document entitled "General Planning Guidelines for Work Force Restructuring." This document was sent to Department of Energy Operations Offices by Robert Degrasse, Chairman of the Department of Energy's Task Force on Worker and Community Transition.

The Act also requires the Department of Energy, along with its contractors and subcontractors, to consult with their stakeholders affected by the change in the workforce during the development of their restructuring plan. You, the employees, who helped build, maintain and operate the Savannah River Site, are an important stakeholder. As such, we invite you and your families to review these planning guidelines and respond with any ideas you may have that will help us accomplish this restructuring in a fair and equitable manner. Your responses must be mailed by May 24, 1993. An idea form is enclosed for your convenience.

Sincerely,

  
Lawrence Brede, Jr.  
General Manager

# DRAFT WORKFORCE RESTRUCTURING PLAN OVERVIEW

May 14, 1993

*We welcome the ideas of Savannah River Site stakeholders on the following elements of our draft workforce restructuring plan. Please use the enclosed form to send us your suggestions. Remember that the benefits described herein may not be applicable to all prime contractor and subcontractor employees.*

---

**Human Resource Planning** -- A hiring freeze was implemented in February 1993. Outside hiring will be limited in FY93 and FY94 to special cases where critical skills not available on site are needed to meet a priority requirement. To the extent practicable, open positions will be filled internally by matching position requirements with the skills and qualifications of displaced workers. Hiring preference will be given to terminated employees for open positions at other Department of Energy facilities.

---

**Retention of Core Competency** -- In accordance with the direction contained in the revised FY93 Department of Energy program execution guidance for the Savannah River Site, we will attempt to retain as many K-Reactor key personnel and as much of the "core competency" group for assignment in other mission areas as funding will allow. We will also develop a database to track K-Reactor key personnel and members of the core competency group who are placed elsewhere in the DOE complex or who accept early retirement.

---

**Early Retirement Incentive** -- To reduce the number of individuals to be laid off and to reduce the impact on surrounding communities, WSRC and BSRI plan to offer early retirement incentives to eligible individuals. Our proposal is currently under review by Department of Energy officials in Washington, D.C.

---

**Retraining to Retain Employees** -- To the extent practicable, employees displaced by a reduction in defense program budget will be retrained to fill available open positions such as in the environmental restoration and waste management program areas.

---

**Retraining for Terminated Employees** -- An analysis will be conducted to identify job opportunities and skill needs within the Central Savannah River Area. To maximize re-employment opportunities, WSRC/BSRI will provide assistance in accessing available retraining and educational opportunities for terminated employees from appropriate federal, state, and local agencies and institutions.

---

**Tuition Reimbursement** -- Pending approval of the Department of Energy, WSRC and BSRI intend to offer tuition reimbursement benefits to eligible individuals for a period of up to two years after termination.

---

**DRAFT WORKFORCE RESTRUCTURING PLAN  
OVERVIEW (Continued)**

**May 14, 1993**

---

**Outplacement Assistance** -- A dedicated offsite facility will be equipped and staffed to provide outplacement assistance to terminated employees. Assistance will include skills assessment, resume preparation, interviewing techniques, and identification of job openings. Interested employers will be encouraged to conduct recruiting at the facility. Representatives of local and state agencies will be available at the facility.

---

**Employee Assistance Program (EAP)** -- An EAP counselor will be available at the outplacement facility. Local human services agencies such as United Way will also be available. Assistance will be provided in financial planning, stress management, and the formation of support groups. Pending approval of the Department of Energy, WSRC and BSRI intend to extend EAP counseling availability to terminated employees for one year after termination.

---

**Relocation Assistance** -- The Department of Energy may provide relocation assistance to employees who are transferred to other Department of Energy facilities as part of the workforce restructuring plan in accordance with applicable policies and procedures governing transfer and relocation.

---

**Severance Pay** -- Severance pay will be provided to eligible terminated employees in accordance with the Department of Energy policies and existing contractual requirements.

---

**Extension of Medical Benefits** -- Department of Energy Secretary Hazel O'Leary has announced that any employee terminated will be eligible to continue company medical benefits for three years on a shared cost basis.

---

**Community Assistance** -- The Department of Energy Savannah River Operations Office and WSRC/BSRI will encourage development of a formal coalition of community stakeholders and provide assistance as needed to the stakeholders. Once the coalition has been established, we will work with its members to provide information, receive recommendations and requests, and respond to input. In addition, it is hoped that the coalition will undertake efforts of its own to mitigate the effects of the Savannah River Site's changing mission on employees, who are members of the communities forming the coalition.

---

## IDEA FORM

***We welcome your ideas on the following elements of our draft workforce restructuring plan. Please complete this form and mail it by May 24, 1993, to the address on the reverse side. Your ideas will be categorized, reviewed, and considered during development of our plan. Questions will be handled through the Employee Restructuring Information Program.***

**Please place a check by the restructuring plan element(s) on which you are expressing ideas.**

- |  |  |
|--|--|
| <input type="checkbox"/> Human Resources Planning            | <input type="checkbox"/> Outplacement Assistance           |
| <input type="checkbox"/> Retention of Core Competency        | <input type="checkbox"/> Employee Assistance Program (EAP) |
| <input type="checkbox"/> Early Retirement Incentive          | <input type="checkbox"/> Relocation Assistance             |
| <input type="checkbox"/> Retraining to Retain Employees      | <input type="checkbox"/> Severance Pay                     |
| <input type="checkbox"/> Retraining for Terminated Employees | <input type="checkbox"/> Extension of Medical Benefits     |
| <input type="checkbox"/> Tuition Reimbursement               | <input type="checkbox"/> Community Assistance              |

**IDEAS:** (Please print.)

[illegible]

**If you need more space, tape extra sheet(s) in front of this form. Please fold, add return address, and check the appropriate box under return address. Do not staple this form. The U.S. Postal Service will not process if stapled. Remember to respond by May 24, 1993.**

Name (please print)

**Division / Department or Organization**

**Signature**

Date \_\_\_\_\_

# **WORKFORCE RESTRUCTURING PLAN**

## **STAKEHOLDER INPUT**

**Second Mailing**

**July 21, 1993**

**Rev. 0**



## **INTRODUCTION**

The National Defense Authorization Act for fiscal year 1993 requires the Department of Energy to consult with stakeholders affected by the change in workforce during development of the Workforce Restructuring Plan. In adherence to this requirement, on May 14, 1993, letters were mailed to employees at Westinghouse Savannah River Company, Inc. (WSRC), Bechtel Savannah River, Inc. (BSRI) Non-Manual and Craft \*, Wackenhut Services, Inc. (WSI), Community Leaders, and Subcontractors inviting them to submit their ideas for consideration in the development of each area of the Workforce Restructuring Plan. A report of stakeholder input was issued on June 11, 1993, which summarized three prevalent stakeholder themes:

- **Early retirement incentive package;**
- **Voluntary separation package;**
- **Tuition Reimbursement.**

All comments were reviewed and considered for incorporation into a draft of the Plan. A second letter was mailed to the previously established stakeholder audience on June 18, 1993, to provide additional data and to extend another opportunity for stakeholder response. The letter to the contractor employees and to subcontractors included a synopsis of the updated draft Workforce Restructuring Plan and the information that copies of the entire draft Plan were available at various locations across the site. The June 18, 1993, letter to community stakeholders included the entire draft Plan. On June 18, 1993, the draft Plan was also made available at the University of South Carolina at Aiken and at Augusta College for public review and comment.

The areas of the Plan were identified as follows: (See Appendix B for example of input form.)

- **Executive Summary**
- **Background**
- **Changing Priorities**
- **Stakeholder Consultation**
- **Objective**
- **Staffing Strategy**
- **Destaffing Profiles**
- **Notification Schedule**
- **Destaffing Programs**
  - **Voluntary Separation Incentives**
  - **Training**
  - **Educational Assistance**
- **Destaffing Programs (cont.)**
  - **Severance Pay**
  - **Outplacement**
  - **Employee Assistance Program**
  - **Continuing Benefits**
  - **Relocation Assistance**
  - **Medical Monitoring Program**
  - **Communications Plan**
  - **Community Assistance Program**
  - **Plan Updates**
  - **Attachments**

\*Craft employees include: Asbestos Workers, Boilermakers, Carpenters, Cement Masons, Electricians, Ironworkers, Laborers, Machinists, Millwrights, Operating Engineers, Painters, Pipefitters, Sheetmetal Workers, Sprinkler Fitters, and Teamsters.

On June 25, 1993, a Supplement to the draft Plan was also mailed to stakeholders to provide details of programs that were approved by DOE Headquarters subsequent to the issuance of the draft Plan, including additional information on:

- Early retirement and voluntary separation incentives;
- Educational assistance;
- The employee assistance program;
- Continuing benefits;
- Relocation assistance.

It further provided a matrix to detail employee eligibility for Workforce Restructuring Programs.

This report includes a synthesis of the ideas, questions, and views expressed by stakeholders as a result of this second comment period, as well as responses to the first comment period that were received too late to include in the initial report. The themes expressed by stakeholders in the second comment period reflect the three prevalent stakeholder themes that were identified in the first comment period:

- **Early retirement incentive package;\***
- **Voluntary separation incentives;**
- **Educational assistance (referred to as Tuition Reimbursement in first mailing).**

\*This theme recurred even though this was not a specific category included on the second idea form.

The primary focus of this report remains on the comments expressed and their relevance to a specific area of the plan. The organization of data is as follows:

- Overall summary of global themes, proposals, and views identified by stakeholder input;
- A summary of general themes, proposals, and views in each area of the plan;
- A statistical summary of responses that displays the data in various formats.

All responses received from both the first and second stakeholder comment periods were reviewed and considered for incorporation into the Workforce Restructuring Plan. Stakeholder

ideas were grouped and reviewed within the context of the specific area of the plan for which they were submitted. Dispositioning of ideas was based on several considerations, including:

- Stewardship of funding to ensure cost-effectiveness;
- Balancing the needs of all stakeholder groups to ensure a fair and equitable process.

In order to maintain an equilibrium between cost-effective use of resources and funds while ensuring maximum support and fair processes for all affected employees, some stakeholder ideas were not able to be included in the Plan. Many ideas were already part of the Plan. Others are still being evaluated and may be incorporated later as the Plan evolves. All cost-saving ideas will be compiled for separate consideration.

Questions and responses submitted during the first and second stakeholder comment periods will be assembled in an employee question and answer information bulletin developed as part of the Workforce Restructuring Plan communication process.

### **LIST OF APPENDICES**

#### **Appendix A - Statistical Report**

The following charts and graphs, illustrated in Appendix A, Attachments 1-3, depict the results from the Workforce Restructuring Stakeholder Input process.

Attachment 1 - Stakeholder Input - Second Mailing: illustrates the number of ideas, questions, and views received through the second comment period.

Attachment 2 - Stakeholder Input - Cumulative Report: illustrates the cumulative number of ideas, questions and views received from the:

- First comment period;
- Late input from the first comment period not included in the first report;
- Second comment period.

Attachment 3 - Graphic Summaries: illustrates the cumulative results.

Note: Graphs for all areas of the plan are not provided, due to the statistically insignificant number of responses received.

Appendix B - Letters mailed to Stakeholders, including a Synopsis of the 1993 Draft Workforce Restructuring Plan and the Stakeholder Idea Form

Appendix C - Supplement to the DOE SRS 1993 Draft Workforce Restructuring Plan

## **OVERALL SUMMARY**

Responses received in the second comment period for stakeholder input continued the trend established in the previous comment period. The overall response (378 of 21,912) was very low. The **voluntary separation incentives** area received the most comments. Numerous responses stated that it was very important that the program be made attractive enough to encourage voluntary separations, thereby minimizing the number of layoffs. Many responses addressed the related issue of **early retirement**. Most respondents noted that the program currently being offered does not provide enough incentive to maximize the benefit that could be achieved. Many indicated that the program in its current form will not provide adequate incentive to encourage people to leave voluntarily, which will lead to many layoffs. Echoing a consistent theme from the previous stakeholder comment period, respondents stated that **severance pay** should be as generous as possible. Many respondents also encouraged a true SRS restructuring, including reassigning people with advanced degrees and/or experience to utilize their special skills in the new workforce.

Overall responses were as follows:

- **Westinghouse Savannah River Company, Inc.**

Two percent of the stakeholder mailing was returned (293/15,500).\*

\*An additional 140 surveys, which were returned too late for the preparation of the first stakeholder input report, have been included in the cumulative statistical summaries enclosed within this report, but are not included in this number.

- **Bechtel Savannah River, Inc.**

One percent of the stakeholder mailing was returned (69/5,120).

- **Wackenhut Services, Inc.**

Less than one percent of the stakeholder mailing was returned (7/1,100).

- **Community Leaders**

Six percent of the stakeholder mailing was returned (8/128).\*\*

\*\*An additional survey, returned too late for the preparation of the first stakeholder input report, has been included in the cumulative statistical summaries enclosed within this report, but is not included in this number.

- **Subcontractor**

Less than one percent of the stakeholder mailing was returned (1/64)\*\*\*.

\*\*\*An additional two surveys, returned too late for the preparation of the first stakeholder input report, have been included in the cumulative statistical summaries enclosed within this report, but are not included in this number.

## **NARRATIVE SUMMARY BY AREA OF PLAN**

The following information reflects a synthesis of the ideas and comments on each section of the draft Plan based on an evaluation of recurring themes expressed in stakeholder responses received during the second comment period.

### **Executive Summary**

There were three ideas submitted. While the response in this area was minimal, concern was expressed about how management would identify the individuals targeted for layoff. A view was also expressed to stop wasting money on these notices, as few people read them and the money saved could support more critical needs.

### **Background**

There were three ideas submitted. One respondent expressed criticism on the use of the word "villages" in the stakeholder input document. The respondent stated that this word was antiquated and could be construed as insulting to the region.

### **Changing Priorities**

There were 22 ideas submitted. Several responses indicated that the future for SRS should be well delineated and that every attempt be made to prepare for future mission changes. Special emphasis should be placed on training and technology in order to keep SRS at the cutting edge of technology and the height of readiness. Suggestions included:

- Reclaiming Reactors/Facilities land and reforestation;
- Designing and building a new nuclear power plant;
- Optimizing environmental cleanup employment opportunities;
- Placing importance on proper training so that employees will be ready for the new mission;
- Clarifying the four areas of emerging mission and providing more information;
- Incinerating or compacting trash items;
- Using Analytical Laboratories to process offsite samples, and explaining environmental studies and waste management;
- Consolidating equipment and establishing a recycle route onsite.

## **Stakeholder Consultation**

There were seven ideas submitted. Respondents stated appreciation for the chance to provide input; however, frustration was expressed that their ideas were wasted because decisions have already been made without their input. One stakeholder stated that the Helicopter Support Section was not given the opportunity to provide input.

One respondent from the Community Leader mailing stated that the sections "Background" and "Changing Priorities" were misleading, unclear, and not useful components of a restructuring plan.

## **Objective**

There were four ideas submitted. One idea stated that a better definition of "core competency" is required. Another idea was to ensure an effort be made to retain persons qualified to operate the 200 area.

## **Staffing Strategy**

There were 35 ideas submitted. Ideas covered a wide range of topics, with significant emphasis on making sure valuable employee skills and education not be wasted. Suggestions included the following:

- Reassigning qualified people, such as exempts with advanced degrees or experience, to retain and utilize skills and education;
- Assuring that RIF'd employees have an opportunity to qualify for open jobs before being released. Discontinuing all subcontractors, but keeping co-op and intern programs in place;
- Combining some departments and units. Utilizing nondegreed employees more and lifting the freeze on internal moves;
- Combining like operations. Staggering shift change hours and returning to 8-hour rotating shifts;
- Ensuring that all employees (whether Operations or Construction) be given the same opportunities and benefits.

## **Destaffing Profiles**

There were 12 ideas submitted. One stakeholder commented on the need to go back to one contractor for complete operations use of service. Another response indicated that the draft Plan did not address how full-service employees will be

selected for the RIF. One idea suggested using performance factors, rather than seniority, to determine which nonexempts to RIF. A stakeholder also suggested encouraging eligible employees to retire to give others a chance to remain employed.

### **Notification Schedule**

There were five ideas submitted. Consistent with the response received from the previous mailing, respondents indicated that the entire RIF process is taking too long and that it would be in the best interest of the site, the mission and the employees to move as expeditiously as possible. Several stated that the 120-day notice gives people too much time to agonize and that this input should have been requested earlier in the process.

### **Destaffing Programs**

There were 312 ideas submitted.

- **Voluntary Separation Incentives**

Responses indicated a favorable impression of the voluntary separation program, but there were suggestions that in addition to offering more money upfront, additional incentives should be offered. Recommended incentives included providing cash for unused sick leave, paying an extra week's salary for each year worked as a reward for voluntary separation, and allowing the medical reimbursement program to pay the full medical premium for the three-year time period. Many responses indicated that this program should be substantial enough to entice the maximum number of people possible. Some expressed a view that voluntary separation should be made available after restructuring has been completed. A few ideas were expressed favoring the provision for educational and outplacement assistance for individuals electing voluntary separation. A view was also expressed that the rules for denying employees the opportunity to voluntarily separate should be clearly delineated.

Many responses indicated that early retirement is a good idea but the offer is not attractive enough to maximize the desired benefits from the program, i.e., reduce the number of RIF'd employees. Several Craft employees expressed a view that they should be included in the early retirement plan and also be eligible for the same incentives as management and professional employees. There was a variety of suggestions proposing improvements to the early retirement package, with multiple variations and combinations of additional years of service and enhanced severance. Some respondents felt the program was too restrictive and suggested that incentives should be added for Westinghouse Corporate retirees.



- **Training**

Responses were favorable for continuing the educational assistance for two years or to the next degree level. Responses were positive toward retraining existing employees for new job assignments. There was a suggestion to conduct mock interviews for employees on videotape to improve and strengthen their ability when conducting job searches.

A high-ranking member of the House Armed Services Committee suggested that Secretary O'Leary take advantage of appropriate assistance available through the Defense Conversion, Reinvestment, and Transition Assistance Act of 1992 (Public Law 101-510) and the National Defense Authorization Act of 1993 (Public Law 102-484) by extending assistance to DOE contractors. Public Law 102-484 authorizes scholarship assistance for workers and grants to institutions for environmental education and retraining.

An input from a community leader outlined the services that a local technical school could provide. Another community leader suggested that workers, management, and the communities be involved in the training needs assessment and in identifying existing training resources.

- **Educational Assistance**

Responses were generally favorable for this portion of the program. Responses included suggestions to include a Ph.D. program. There were also suggestions indicating that DOE pay 100% upfront, not reimburse after classes were completed, and that the program should be made available for LSEs. In general, responses indicated that the program should be as hassle free and nonrestricted as possible.

- **Severance Pay**

Most responses expressed a view that this portion of the program should be expanded to offer more to employees. There were suggestions to make the program bigger, include LSEs, add additional years of service, and that severance pay should reflect the commitment made in the service manual. Suggestions were also made that severance pay include such items as sick leave, vacation, and relocation pay.

A high-ranking member of the House Armed Services Committee indicated that the severance pay plans appear to be adequate for anticipated needs, but suggested that the DOE consider implementing a program of providing direct grants or loans to displaced workers and their families to cover emergency situations. This community leader also expressed interest in working with Dr. Fiori and Secretary O'Leary to expedite implementation of the workforce restructuring at SRS.

- **Outplacement**

Responses were generally favorable toward providing outplacement services. Suggestions included:

- Having local industries interview at SRS;
- Including Westinghouse Corporate in placing RIF'd employees;
- Providing an open job listing immediately. Developing a job pool for everyone;
- Developing a catalog of resumes of available employees and providing it to outside agencies.

- **Employee Assistance Program**

Comments provided indicated that assistance should be given to employees in locating employment and providing counseling to employees and their families.

- **Continuing Benefits**

Responses were generally in favor of the continuation of benefits outlined in the plan.

- **Relocation Assistance**

Responses indicated that employees would like to know the amount of assistance and expressed that the money should be provided in a lump sum and that some form of assistance should be provided to employees to assist them in relocating.

- **Medical Monitoring Plan**

Responses indicated a desire for more information in this area of the plan and suggested some form of medical insurance coverage should be provided.

## **Communications Plan**

There were five ideas submitted. Responses expressed a view of dissatisfaction that the news media receives communication information before employees. One community leader asked for more specific information on how the DOE plans to coordinate the many mechanisms for public involvement and expressed concern about the funding and purpose of the proposed "action group."

### **Community Assistance Program**

There were 11 ideas submitted. Responses in this area were varied. Suggestions include:

- Polling other industries to determine what skills are needed;
- Offering telecommunications training from the U. S. Army Signal Center and Fort Gordon;
- Offering site education programs to local high schools;
- Providing financial assistance from DOE to local agencies to attract new industry;
- Enhancing the forestry program and using excess assets for local area use.

A high-ranking member of the House Armed Services Committee expressed a view that SRS-affected communities should receive grants from the Economic Development Administration (EDA) of the Department of Commerce established by Public Law 101-510. This response also includes suggestions that Secretary O'Leary pursue utilizing the DOD Office of Economic Adjustment (OEA) and the establishment of an Interstate Job Bank outlet at the Savannah River Site.

### **Plan Updates**

There were seven ideas submitted. Numerous responses indicated that attachments were not included in the mailing. Employees appeared to misunderstand that the attachments were only provided with the actual draft plan, not with the synopsis. This area was also used as a catchall by many employees to include a wide variety of questions and to express various views.

### **Attachments**

There were no ideas submitted.

## **APPENDIX A**

# STAKEHOLDER INPUT -- 2ND MAILING

APPENDIX A  
ATTACHMENT 1  
PAGE 1 OF 6

ORGANIZATION: AII

NUMBER OF SURVEYS DISTRIBUTED: 21,912

NUMBER OF SURVEYS RETURNED: 378

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	3	5	2	10
II. Background	3	0	3	6
III. Changing Priorities	22	2	11	35
IV. Stakeholder consultation	7	1	6	14
V. Objective	4	2	3	9
VI. Staffing strategy	35	7	17	59
VII. Destaffing profiles	12	6	13	31
VIII. Notification schedule	5	1	4	10
IX. Destaffing programs	66	12	23	101
Voluntary separation incentives	114	9	43	166
Training	20	4	4	28
Educational assistance	23	2	4	29
Severance pay	24	4	8	36
Outplacement	14	4	3	21
Employee assistance program	14	2	3	19
Continuing benefits	15	1	7	23
Relocation assistance	19	4	2	25
Medical monitoring program	3	0	2	5
X. Communications plan	5	1	7	13
XI. Community assistance plan	11	1	6	18
XII. Plan updates	7	10	25	42
Attachments	0	0	0	0
Other	2	1	2	5
Total	428	79	198	705

# STAKEHOLDER INPUT -- 2ND MAILING

APPENDIX A  
ATTACHMENT 1  
PAGE 2 OF 6

ORGANIZATION: WSRC

NUMBER OF SURVEYS DISTRIBUTED: 15,500

NUMBER OF SURVEYS RETURNED: 293

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	1	2	2	5
II. Background	2	0	0	2
III. Changing Priorities	12	1	5	18
IV. Stakeholder consultation	6	1	5	12
V. Objective	4	1	3	8
VI. Staffing strategy	22	7	15	44
VII. Destaffing profiles	8	5	11	24
VIII. Notification schedule	4	1	4	9
IX. Destaffing programs	28	9	17	54
Voluntary separation incentives	106	6	40	152
Training	10	4	1	15
Educational assistance	20	1	2	23
Severance pay	21	3	7	31
Outplacement	9	2	2	13
Employee assistance program	9	1	2	12
Continuing benefits	12	1	5	18
Relocation assistance	13	4	1	18
Medical monitoring program	3	0	2	5
X. Communications plan	3	1	4	8
XI. Community assistance plan	7	0	1	8
XII. Plan updates	3	6	3	12
Attachments	0	0	0	0
Total	303	56	132	491

# STAKEHOLDER INPUT -- 2ND MAILING

APPENDIX A  
ATTACHMENT 1  
PAGE 3 OF 6

ORGANIZATION: BSRI

NUMBER OF SURVEYS DISTRIBUTED: 5120 (Includes 20 Trade Union Representatives).

NUMBER OF SURVEYS RETURNED: 69

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	1	3	0	4
II. Background	1	0	2	3
III. Changing Priorities	5	0	5	10
IV. Stakeholder consultation	0	0	0	0
V. Objective	0	0	0	0
VI. Staffing strategy	4	0	1	5
VII. Destaffing profiles	3	1	2	6
VIII. Notification schedule	0	0	0	0
IX. Destaffing programs	4	1	5	10
Voluntary separation incentives	8	3	2	13
Training	6	0	2	8
Educational assistance	3	1	2	6
Severance pay	3	1	1	5
Outplacement	5	2	1	8
Employee assistance program	5	1	1	7
Continuing benefits	3	0	2	5
Relocation assistance	6	0	1	7
Medical monitoring program	0	0	0	0
X. Communications plan	1	0	3	4
XI. Community assistance plan	0	1	1	2
XII. Plan updates	4	4	22	30
Attachments	0	0	0	0
Total	62	18	53	133

# STAKEHOLDER REPORT -- 2ND MAILING

APPENDIX A  
ATTACHMENT 1  
PAGE 4 OF 6

ORGANIZATION: WSI  
NUMBER OF SURVEYS DISTRIBUTED: 1100  
NUMBER OF SURVEYS RETURNED: 7

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	1	0	0	1
II. Background	0	0	0	0
III. Changing Priorities	5	1	0	6
IV. Stakeholder consultation	0	0	1	1
V. Objective	0	1	0	1
VI. Staffing strategy	8	0	0	8
VII. Destaffing profiles	1	0	0	1
VIII. Notification schedule	1	0	0	1
IX. Destaffing programs	34	2	1	37
Voluntary separation incentives	0	0	0	0
Training	0	0	0	0
Educational assistance	0	0	0	0
Severance pay	0	0	0	0
Outplacement	0	0	0	0
Employee assistance program	0	0	0	0
Continuing benefits	0	0	0	0
Relocation assistance	0	0	0	0
Medical monitoring program	0	0	0	0
X. Communications plan	0	0	0	0
XI. Community assistance plan	3	0	0	3
XII. Plan updates	0	0	0	0
Attachments	0	0	0	0
Total	53	4	2	59



\* STAKEHOLDER INPUT -- 2ND MAILING

ORGANIZATION: Subcontractors

NUMBER OF SURVEYS DISTRIBUTED: 64

NUMBER OF SURVEYS RETURNED: 1

APPENDIX A  
ATTACHMENT 1  
PAGE 5 OF 6

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	0	0	0	0
II. Background	0	0	0	0
III. Changing Priorities	0	0	0	0
IV. Stakeholder consultation	0	0	0	0
V. Objective	0	0	0	0
VI. Staffing strategy	0	0	0	0
VII. Destaffing profiles	0	0	0	0
VIII. Notification schedule	0	0	0	0
IX. Destaffing programs	0	0	0	0
Voluntary separation incentives	0	0	1	1
Training	0	0	0	0
Educational assistance	0	0	0	0
Severance pay	0	0	0	0
Outplacement	0	0	0	0
Employee assistance program	0	0	0	0
Continuing benefits	0	0	0	0
Relocation assistance	0	0	0	0
Medical monitoring program	0	0	0	0
X. Communications plan	0	0	0	0
XI. Community assistance plan	0	0	0	0
XII. Plan updates	0	0	0	0
Attachments	0	0	0	0
Other	0	0	0	0
Total	0	0	1	1

**\* STAKEHOLDER INPUT -- 2ND MAILING**

APPENDIX A  
ATTACHMENT 1  
PAGE 6 OF 6

ORGANIZATION: Community Leaders

NUMBER OF SURVEYS DISTRIBUTED: 128

NUMBER OF SURVEYS RETURNED: 8

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	0	0	0	0
II. Background	0	0	1	1
III. Changing Priorities	0	0	1	1
IV. Stakeholder consultation	1	0	0	1
V. Objective	0	0	0	0
VI. Staffing strategy	1	0	1	2
VII. Destaffing profiles	0	0	0	0
VIII. Notification schedule	0	0	0	0
IX. Destaffing programs	0	0	0	0
Voluntary separation incentives	0	0	0	0
Training	4	0	1	5
Educational assistance	0	0	0	0
Severance pay	0	0	0	0
Outplacement	0	0	0	0
Employee assistance program	0	0	0	0
Continuing benefits	0	0	0	0
Relocation assistance	0	0	0	0
Medical monitoring program	0	0	0	0
X. Communications plan	1	0	0	1
XI. Community assistance plan	1	0	4	5
XII. Plan updates	0	0	0	0
Attachments	0	0	0	0
Other	2	1	2	5
Total	10	1	10	21

**\* STAKEHOLDER INPUT --CUMULATIVE REPORT**

APPENDIX A  
ATTACHMENT 2  
PAGE 1 OF 6

ORGANIZATION: All

NUMBER OF SURVEYS DISTRIBUTED: 43,864

NUMBER OF SURVEYS RETURNED: 1,507 \*

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	3	5	2	10
II. Background	3	0	3	6
III. Changing Priorities	22	2	11	35
IV. Stakeholder consultation	7	1	6	14
V. Objective	4	2	3	9
** VI. Staffing strategy	430	40	76	546
VII. Destaffing profiles	13	6	13	32
VIII. Notification schedule	5	1	4	10
** IX. Destaffing programs	185	22	40	247
** Voluntary separation incentives	632	34	61	727
** Training	190	16	26	232
** Educational assistance	131	27	17	175
** Severance pay	156	16	22	194
** Outplacement	151	11	8	170
** Employee assistance program	121	9	11	141
** Continuing benefits	113	13	25	151
** Relocation assistance	100	10	11	121
Medical monitoring program	3	0	2	5
X. Communications plan	8	1	7	16
* XI. Community assistance plan	50	4	11	65
XII. Plan updates	7	10	25	42
Attachments	0	0	0	0
Other	96	16	53	165
Total	2430	246	437	3113

\* Report includes total responses to 1st and 2nd Stakeholder Input mailings (including 143 late responses to 1st mailing).

\*\* Categories identified in 1st Stakeholder Input Survey.

**\* STAKEHOLDER INPUT --CUMULATIVE REPORT**

APPENDIX A  
ATTACHMENT 2  
PAGE 2 OF 6

ORGANIZATION: WSRC  
NUMBER OF SURVEYS DISTRIBUTED: 31,000  
NUMBER OF SURVEYS RETURNED: 1,241\*

	AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
	I. Executive Summary	1	2	2	5
	II. Background	2	0	0	2
	III. Changing Priorities	12	1	5	18
	IV. Stakeholder consultation	6	1	5	12
	V. Objective	4	1	3	8
**	VI. Staffing strategy	381	36	68	485
	VII. Destaffing profiles	8	5	11	24
	VIII. Notification schedule	4	1	4	9
**	IX. Destaffing programs	137	17	28	182
**	Voluntary separation incentives	564	28	49	641
**	Training	152	14	10	176
**	Educational assistance	112	23	9	144
**	Severance pay	142	14	14	170
**	Outplacement	122	8	7	137
**	Employee assistance program	114	7	7	128
**	Continuing benefits	99	10	8	117
**	Relocation assistance	78	8	2	88
	Medical monitoring program	3	0	2	5
	X. Communications plan	3	1	4	8
**	XI. Community assistance plan	36	1	4	41
	XII. Plan updates	3	6	3	12
	Attachments	0	0	0	0
	Other	19	2	14	35
	Total	2002	186	259	2447

\* Report includes total responses to 1st and 2nd Stakeholder Input mailings (including 140 late responses to 1st mailing).

\*\* Categories identified in 1st Stakeholder Input Survey.

**\* STAKEHOLDER INPUT – CUMULATIVE REPORT**

**APPENDIX A  
ATTACHMENT 2  
PAGE 3 OF 6**

**ORGANIZATION: BSRI**

**NUMBER OF SURVEYS DISTRIBUTED: 10,220 (Includes 20 Trade Union Representatives).**

**NUMBER OF SURVEYS RETURNED: 223 \***

	<b>AREA OF PLAN</b>	<b># OF IDEAS</b>	<b># OF QUESTIONS</b>	<b># OF VIEWS</b>	<b>TOTALS</b>
I.	Executive Summary	1	3	0	4
II.	Background	1	0	2	3
III.	Changing Priorities	5	0	5	10
IV.	Stakeholder consultation	0	0	0	0
V.	Objective	0	0	0	0
** VI.	Staffing strategy	26	4	5	35
VII.	Destaffing profiles	3	1	2	6
VIII.	Notification schedule	0	0	0	0
** IX.	Destaffing programs	14	3	10	27
**	Voluntary separation incentives	58	6	11	75
**	Training	27	2	15	44
**	Educational assistance	15	4	8	27
**	Severance pay	13	2	8	23
**	Outplacement	21	2	1	24
**	Employee assistance program	7	2	4	13
**	Continuing benefits	12	3	17	32
**	Relocation assistance	21	1	9	31
	Medical monitoring program	0	0	0	0
X.	Communications plan	1	0	3	4
** XI.	Community assistance plan	5	3	3	11
XII.	Plan updates	4	4	22	30
	Attachments	0	0	0	0
	Other	53	12	33	98
	<b>Total</b>	<b>287</b>	<b>52</b>	<b>158</b>	<b>497</b>

\* Report includes total responses to 1st and 2nd Stakeholder Input mailings (including 0 late responses to 1st mailing).

\*\* Categories identified in 1st Stakeholder Input Survey.

**\* STAKEHOLDER INPUT - CUMULATIVE REPORT**

APPENDIX A  
ATTACHMENT 2  
PAGE 4 OF 6

ORGANIZATION: WSI

NUMBER OF SURVEYS DISTRIBUTED: 2233

NUMBER OF SURVEYS RETURNED: 22 \*

AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I. Executive Summary	1	0	0	1
II. Background	0	0	0	0
III. Changing Priorities	5	1	0	6
IV. Stakeholder consultation	0	0	1	1
V. Objective	0	1	0	1
** VI. Staffing strategy	20	0	1	21
VII. Destaffing profiles	1	0	0	1
VIII. Notification schedule	1	0	0	1
** IX. Destaffing programs	34	2	1	37
** Voluntary separation incentives	10	0	1	11
** Training	4	0	0	4
* Educational assistance	4	0	0	4
** Severance pay	0	0	0	0
** Outplacement	5	0	0	5
** Employee assistance program	0	0	0	0
** Continuing benefits	1	0	0	1
** Relocation assistance	0	0	0	0
Medical monitoring program	0	0	0	0
X. Communications plan	3	0	0	3
** XI. Community assistance plan	4	0	0	4
XII. Plan updates	0	0	0	0
Attachments	0	0	0	0
Other	17	0	1	18
Total	110	4	5	119

\* Report includes total responses to 1st and 2nd Stakeholder Input mailings (including 0 late responses to 1st mailing).

\*\* Categories identified in 1st Stakeholder Input Survey.

**\* STAKEHOLDER INPUT - CUMULATIVE REPORT**

APPENDIX A  
ATTACHMENT 2  
PAGE 5 OF 6

**ORGANIZATION:** Subcontractors

**NUMBER OF SURVEYS DISTRIBUTED:** 144

**NUMBER OF SURVEYS RETURNED:** 6 \*

AREA OF PLAN		# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
I.	Executive Summary	0	0	0	0
II.	Background	0	0	0	0
III.	Changing Priorities	0	0	0	0
IV.	Stakeholder consultation	0	0	0	0
V.	Objective	0	0	0	0
** VI.	Staffing strategy	1	0	0	1
VII.	Destaffing profiles	1	0	0	1
VIII.	Notification schedule	0	0	0	0
** IX.	Destaffing programs	0	0	1	1
**	Voluntary separation incentives	0	0	0	0
**	Training	2	0	0	2
**	Educational assistance	0	0	0	0
**	Severance pay	0	0	0	0
**	Outplacement	3	1	0	4
**	Employee assistance program	0	0	0	0
**	Continuing benefits	1	0	0	1
**	Relocation assistance	1	0	0	1
	Medical monitoring program	0	0	0	0
X.	Communications plan	0	0	0	0
** XI.	Community assistance plan	0	0	0	0
XII.	Plan updates	0	0	0	0
	Attachments	0	0	0	0
	Other	0	0	0	0
	Total	9	1	1	11

\* Report includes total responses to 1st and 2nd Stakeholder Input mailings (including 2 late responses to 1st mailing).

\*\* Categories identified in 1st Stakeholder Input Survey.

**\* STAKEHOLDER INPUT - CUMULATIVE REPORT**

APPENDIX A  
ATTACHMENT 2  
PAGE 6 OF 6

**ORGANIZATION:** Community Leaders

**NUMBER OF SURVEYS DISTRIBUTED:** 267

**NUMBER OF SURVEYS RETURNED:** 15 \*

	AREA OF PLAN	# OF IDEAS	# OF QUESTIONS	# OF VIEWS	TOTALS
	I. Executive Summary	0	0	0	0
	II. Background	0	0	1	1
	III. Changing Priorities	0	0	1	1
	IV. Stakeholder consultation	1	0	0	1
	V. Objective	0	0	0	0
**	VI. Staffing strategy	2	0	2	4
	VII. Destaffing profiles	0	0	0	0
	VIII. Notification schedule	0	0	0	0
**	IX. Destaffing programs	0	0	0	0
**	Voluntary separation incentives	0	0	0	0
**	Training	5	0	1	6
**	Educational assistance	0	0	0	0
**	Severance pay	1	0	0	1
**	Outplacement	0	0	0	0
**	Employee assistance program	0	0	0	0
**	Continuing benefits	0	0	0	0
**	Relocation assistance	0	1	0	1
	Medical monitoring program	0	0	0	0
	X. Communications plan	1	0	0	1
**	XI. Community assistance plan	5	0	4	9
	XII. Plan updates	0	0	0	0
	Attachments	0	0	0	0
	Other	7	2	5	14
	Total	22	3	14	39

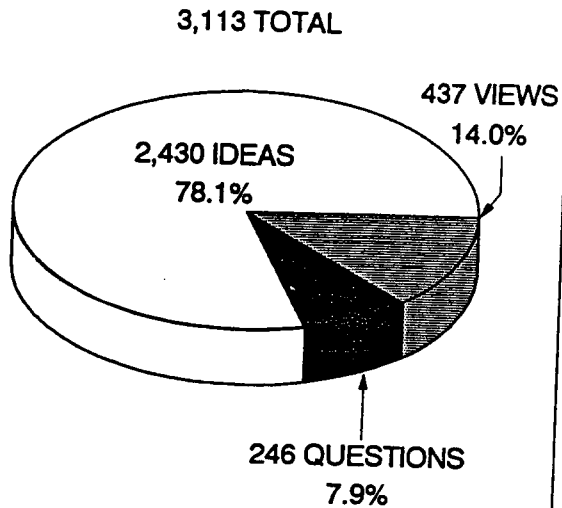
\* Report includes total responses to 1st and 2nd Stakeholder Input mailings (including 1 late response to 1st mailing).

\*\* Categories identified in 1st Stakeholder Input Survey.



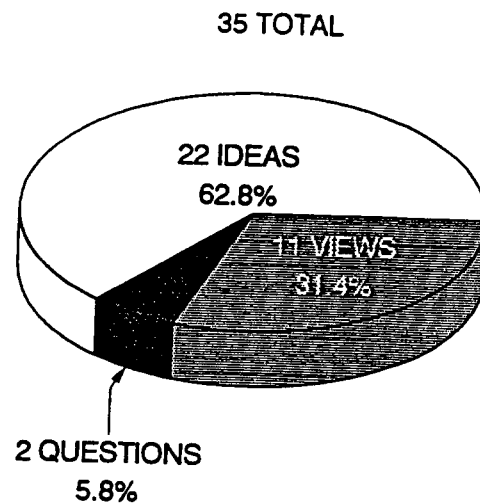
## CUMULATIVE NUMBER OF COMMENTS

FIGURE 1



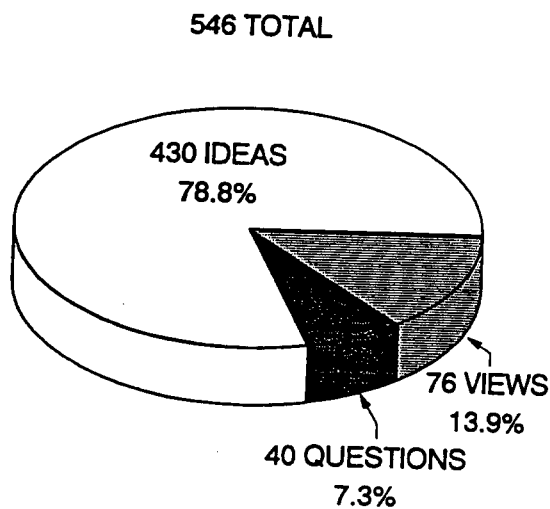
ALL AREAS OF THE PLAN

FIGURE 2



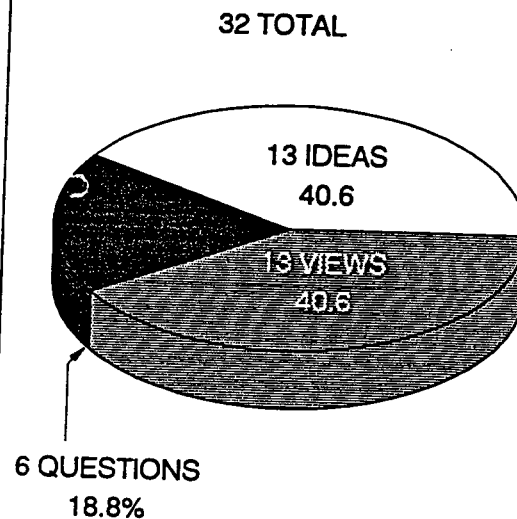
CHANGING PRIORITIES

FIGURE 3



STAFFING STRATEGY

FIGURE 4



DESTAFFING PROFILES



IDEAS

### LEGEND

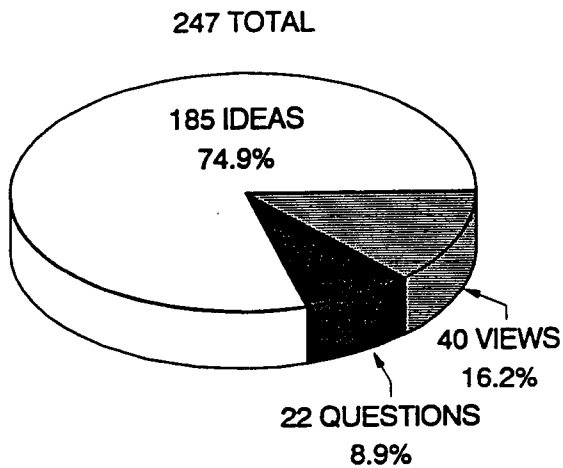
QUESTIONS



VIEWS

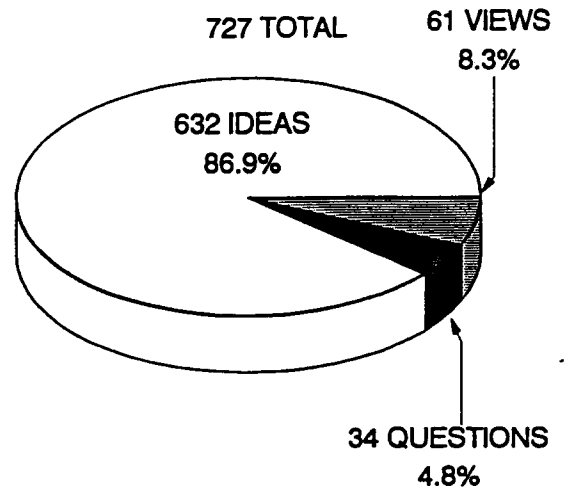
## CUMULATIVE NUMBER OF COMMENTS

FIGURE 5



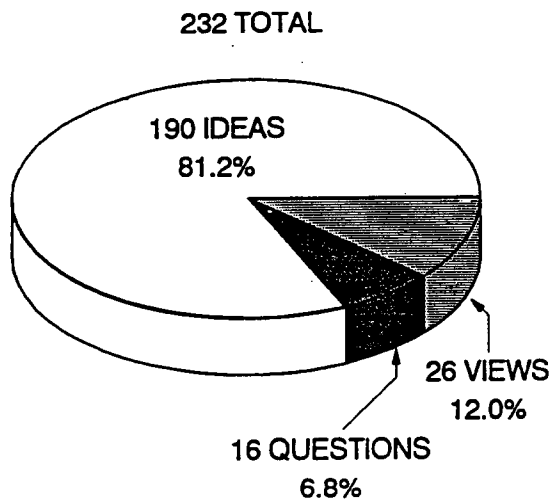
DESTAFFING PROGRAMS

FIGURE 6



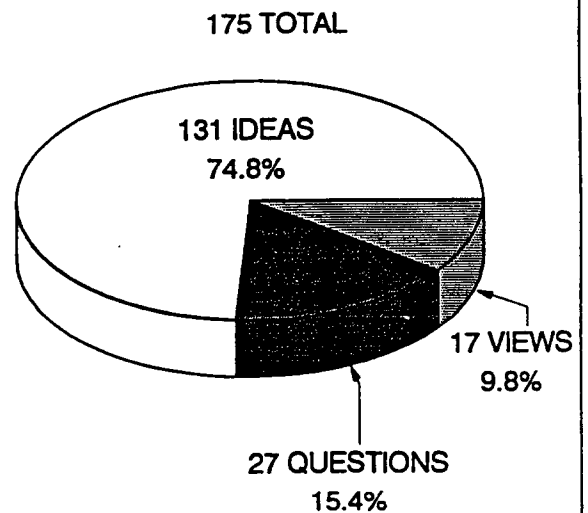
VOLUNTARY SEPARATION  
INCENTIVES

FIGURE 7



TRAINING

FIGURE 8



EDUCATIONAL ASSISTANCE

### LEGEND



IDEAS



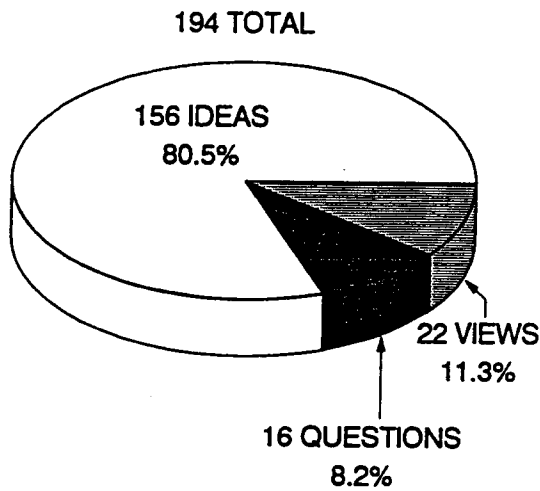
QUESTIONS



VIEWS

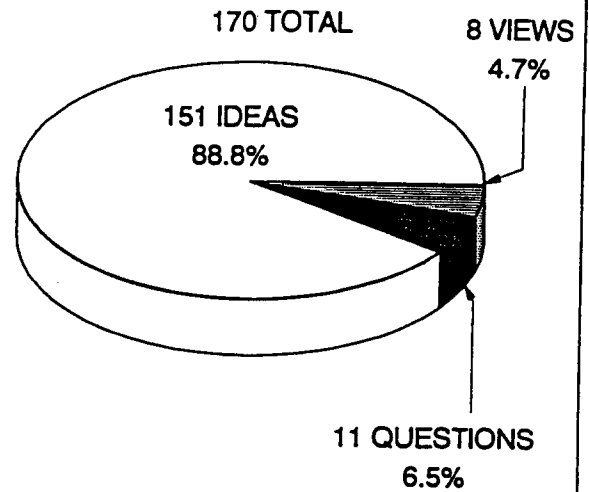
## CUMULATIVE NUMBER OF COMMENTS

FIGURE 9



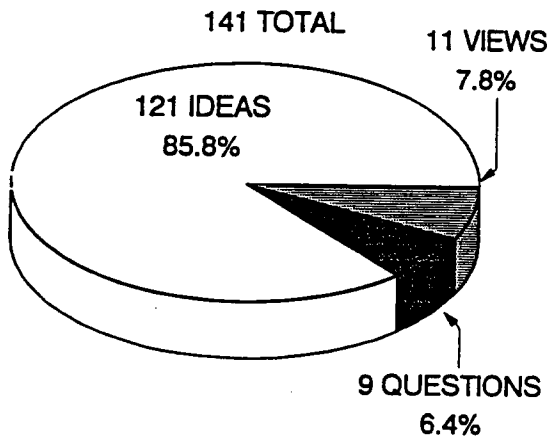
SEVERANCE PAY

FIGURE 10



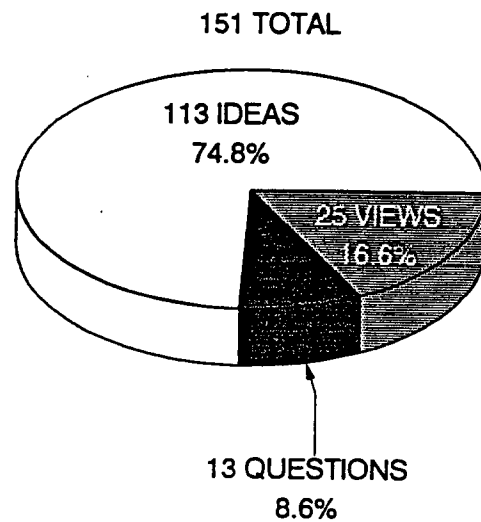
OUTPLACEMENT

FIGURE 11

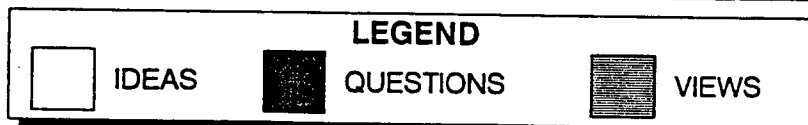


EMPLOYEE ASSISTANCE  
PROGRAM

FIGURE 12

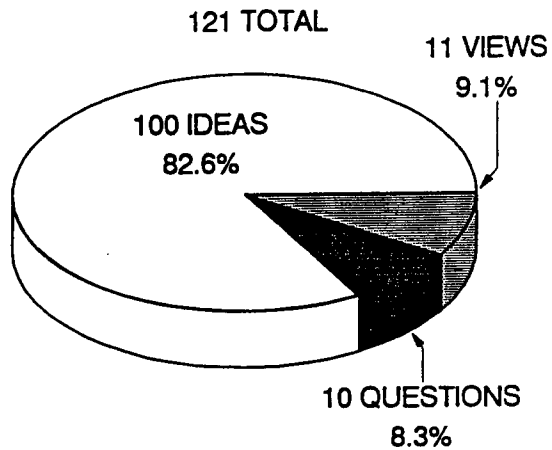


CONTINUING BENEFITS



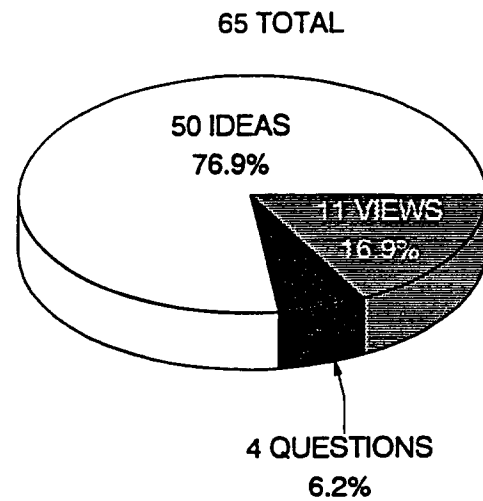
## CUMULATIVE NUMBER OF COMMENTS

FIGURE 13



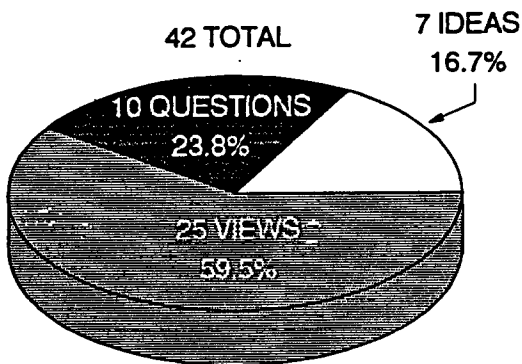
RELOCATION ASSISTANCE

FIGURE 14



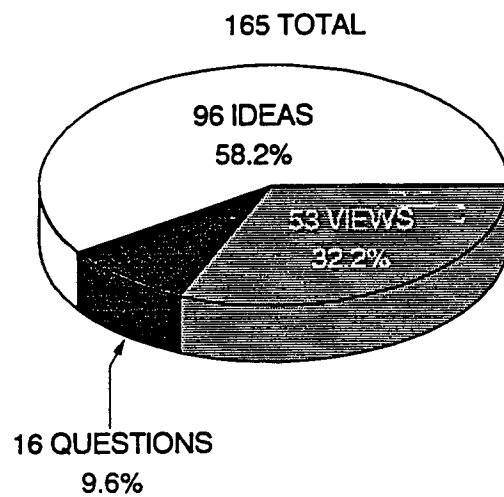
COMMUNITY ASSISTANCE PLAN

FIGURE 15



PLAN UPDATES

FIGURE 16



OTHER

### LEGEND



IDEAS



QUESTIONS



VIEWS

## **APPENDIX B**



Department of Energy  
Field Office, Savannah River  
P.O. Box A  
Aiken, South Carolina 29802

JUN 18 1993

SAMPLE

Mr. R. E. Abolt  
Manager  
Chatham County  
P O Box 8161  
Savannah, GA 31412

Dear Mr. Abolt:

SAVANNAH RIVER SITE (SRS) DRAFT WORKFORCE RESTRUCTURING PLAN

Enclosed is a copy of the SRS Draft Workforce Restructuring Plan. In May 1993, we mailed letters to SRS Westinghouse, Bechtel, and Wackenhut employees, to subcontractor companies, and to you and other community leaders requesting input in the preparation of the SRS Draft Workforce Restructuring Plan as required by the National Defense Authorization Act for Fiscal Year 1993. Nearly 1000 comments were received. All comments were reviewed and the enclosed draft plan has been developed with these comments considered. A summary of the comments we received is included as Attachment 1 of the draft plan.

Once again, we ask for your involvement in helping to make this as good a plan as possible. Thus, we are providing you with an opportunity to comment on the draft plan. Your comments need to be received no later than July 2, 1993, so that we may consider them in the revision of our draft plan before it is sent to the Department of Energy, Headquarters for submission to Congress. Your response should be addressed to the Human Resources Division (HRD-Q), Department of Energy, Savannah River Operations Office, P. O. Box A, Aiken, SC 29802.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mario P. Fiori", is written over a horizontal line.

✍ Mario P. Fiori  
Manager

Enclosure

## Community Leaders Mailing List

MR. MOSES TODD  
RICHMOND COUNTY BOARD OF COMMISSIONERS  
PO BOX 517  
AUGUSTA, GA 30903

HONORABLE ERNEST F. HOLLINGS  
UNITED STATES SENATOR  
112 CUSTOMHOUSE, 200 E BAY STREET  
CHARLESTON, SC 29401

HONORABLE THOMAS RHOAD  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
RFD 2, BOX 108 A  
BRANCHVILLE, SC 29432

DR. PAUL BLOWERS  
PRESIDENT, AIKEN TECHNICAL COLLEGE  
PO DRAWER 696  
AIKEN, SC 29802

MR. R. E. ABOLT, MANAGER  
CHATHAM COUNTY  
PO BOX 8161  
SAVANNAH, GA 31412

HONORABLE TOM BORDEAUX  
GEORGIA HOUSE OF REPRESENTATIVES  
126 E LIBERTY STREET  
SAVANNAH, GA 31401-4411

HONORABLE HELEN HEAD  
CHAIRWOMAN, SAVANNAH CHAMBER OF COMMERCE  
7505 WATERS AVE., SUITE A-7  
SAVANNAH, GA 31406

MR. C. W. HOPPER JR., ADMINISTRATOR  
BURKE COUNTY COMMISSION  
PO BOX 62  
WAYNESBORO, GA 30830

DR. ROBERT E. ALEXANDER, CHANCELLOR  
UNIVERSITY OF SOUTH CAROLINA-AIKEN  
171 UNIVERSITY PARKWAY  
AIKEN, SC 29801

HONORABLE LEE S. BOWERS  
CHAIRMAN, HAMPTON COUNTY COUNCIL  
PO BOX 40  
ESTILL, SC 29918

HONORABLE GREG RYBERG  
SOUTH CAROLINA SENATE  
PO BOX 1077  
AIKEN, SC 29802

HONORABLE HENRY HOWARD  
GEORGIA HOUSE OF REPRESENTATIVES  
2514 PATE AVENUE  
AUGUSTA, GA 30906

DR. JULIUS S. SCOTT, JR.  
PRESIDENT OF PAINE COLLEGE  
1235 15TH STREET  
AUGUSTA, GA 30910

MR. DONALD C. BRAY, PRESIDENT  
UNIVERSITY HOSPITAL  
1350 WALTON WAY  
AUGUSTA, GA 30910

MS. LINDA BEAZLEY  
ACTING ADMINISTRATOR OF RICHMOND COUNTY  
530 GREENE STREET  
AUGUSTA, GA 30911

MR. FRED HUMES, DIRECTOR  
ECONOMIC DEVELOPMENT PARTNERSHIP  
PO BOX 1708  
AIKEN, SC 29802

## Community Leaders Mailing List

HONORABLE AXEL ADAMS  
ACTING MAYOR OF NEW ELLENTON  
PO BOX 479  
NEW ELLENTON, SC 29809

HONORABLE WILLIAM HOLMES  
MAYOR OF ALLENDALE  
CITY HALL, PO BOX 551  
ALLENDALE, SC 29810

HONORABLE DON JOHNSON  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
2050 WALTON WAY, SUITE 212  
AUGUSTA, GA 30904

HONORABLE THOMAS E. BRADY  
MAYOR OF WILLISTON  
PO BOX 414  
WILLISTON, SC 29853

MR. ALAN BEALS, PRESIDENT  
SAVANNAH AREA CHAMBER OF COMMERCE  
222 WEST OGLETHORPE  
SAVANNAH, GA 31499

HONORABLE CHARLES SHARP  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
PO BOX 652  
WAGENER, SC 29164

MR. HENRY JUE, DIRECTOR  
PORT WENTWORTH WATER AUTHORITY  
PO BOX 1027  
SAVANNAH, GA 31402

MR. J. MICHEAL HOSANG, PRESIDENT  
CITIZENS FOR NUCLEAR TECHNOLOGY AWARENESS  
PO BOX 622  
AIKEN, SC 29802

HONORABLE DANNY R. BLACK  
CHAIRMAN, BARNWELL COUNTY COUNCIL  
COUNTY OFFICE BUILDING  
BARNWELL, SC 29812

DR. DOUGLAS BRISTER, INTERIM PRESIDENT  
DENMARK TECHNICAL INSTITUTE  
PO BOX 327  
DENMARK, SC 29042-0327

MR. ALBERT M. HODGE, JR., PRESIDENT  
METRO AUGUSTA CHAMBER OF COMMERCE  
PO BOX 657  
AUGUSTA, GA 30913

HONORABLE THOMAS E. HUFF  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
1751 GREGORY LAKE ROAD  
NORTH AUGUSTA, SC 29841

MR. ROBERT T. BOLAND, ADMINISTRATOR  
BARNWELL COUNTY COUNCIL  
COUNTY OFFICE BUILDING  
BARNWELL, SC 29812

HONORABLE SCOTT H. RICHARDSON  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
PO BOX 11867, BLATT BLDG  
COLUMBIA, SC 29211

DR. JUDY BOSTICK, DIRECTOR  
SCUREF, STROM THURMOND INSTITUTE  
CLEMSON UNIVERSITY  
CLEMSON, SC 29634

HONORABLE BOB INGLIS  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
300 EAST WASHINGTON, SUITE 101  
GREENVILLE, SC 29601



## Community Leaders Mailing List

HONORABLE J. ROLAND SMITH  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
PO DRAWER D  
LANGLEY, SC 29834

MR. MICHAEL BRYANT, ADMINISTRATOR  
BEAUFORT COUNTY  
PO DRAWER 1228  
BEAUFORT, SC 29901

HONORABLE WILLIAM JONES  
CHAIRMAN, SOUTH CAROLINA COASTAL COUNCIL  
PO DRAWER 7049  
HILTON HEAD ISLAND, SC 29938

DR. LYNN A. CRADLE  
SUPERINTENDENT OF COLUMBIA COUNTY SCHOOLS  
PO BOX 10  
APPLING, GA 30802

HONORABLE FLOYD D. SPENCE  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
1861 CHESTNUT STREET, NE  
ORANGEBURG, SC 29115

HONORABLE NIKKI SETZLER  
SOUTH CAROLINA SENATOR  
1309 CANARY DRIVE  
WEST COLUMBIA, SC 29169

HONORABLE BILLY KEYSERLING  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
PO BOX 2145  
BEAUFORT, SC 29901

HONORABLE CARROLL A. CAMPBELL, JR.  
GOVERNOR OF SOUTH CAROLINA  
STATE HOUSE, PO BOX 11369  
COLUMBIA, SC 29211

HONORABLE CHARLES STONE  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
ROUTE 3, BOX 109  
EDGEFIELD, SC 29824

MR. WILLIAM SHEPERD, ADMINISTRATOR  
AIKEN COUNTY  
828 RICHLAND AVENUE W  
AIKEN, SC 29801

HONORABLE IRENE RUDNICK  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
PO BOX 544  
AIKEN, SC 29802

MR. ANTHONY CAPICI, SPOKESPERSON  
HILTON HEAD ISLAND UTILITIES  
BROAD CREEK PUBLIC SERVICE DISTRICT  
PO BOX 5878  
HILTON HEAD ISLAND, SC 29938

DR. JOSEPH R. BROOKS  
SUPERINTENDENT OF AIKEN COUNTY PUBLIC  
SCHOOLS  
PO DRAWER 1137  
AIKEN, SC 29042-1137

HONORABLE MOLLY SPEARMAN  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
ROUTE 1, BOX 151  
SALUDA, SC 29138

HONORABLE H. CREECH SANDERS  
MAYOR OF BARNWELL  
PO BOX 776  
BARNWELL, SC 29812

HONORABLE JACK KINGSTON  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
ENTERPRISE BUILDING, 6605 ABERCOM, SUITE 103  
SAVANNAH, GA 31405

## Community Leaders Mailing List

HONORABLE HOBSON CHAVOUS  
CHAIRMAN, RICHMOND COUNTY COMMISSION  
CITY COUNTY MUNICIPAL BLDG., 530 GREENE STREET  
AUGUSTA, GA 30911

HONORABLE BOB MCALISTER, CHIEF OF STAFF  
SOUTH CAROLINA GOVERNOR, STATE HOUSE  
PO BOX 11369  
COLUMBIA, SC 29211

HONORABLE JOHN SPRATT, JR., MEMBER  
UNITED STATES HOUSE OF REPRESENTATIVES  
PO BOX 350  
ROCK HILL, SC 29731

MR. JERRY CALDWELL, PRESIDENT  
HILTON HEAD ISLAND CHAMBER OF COMMERCE  
PO BOX 5647  
HILTON HEAD ISLAND, SC 29938

MR. RALPH LORENZ, PRESIDENT  
GREATER N. AUGUSTA CHAMBER OF COMMERCE  
PO BOX 6246  
NORTH AUGUSTA, SC 29841

HONORABLE HAROLD MCMILLEN  
MAYOR OF HAMPTON  
608 FIRST STREET WEST  
HAMPTON, SC 29924

DR. JOHN P. STRELEC, SUPERINTENDENT  
RICHMOND COUNTY SCHOOLS  
2038 HECKLE STREET  
AUGUSTA, GA 30910-2999

MR. DON MENDONSA, MANAGER  
SAVANNAH CITY  
PO BOX 1027  
SAVANNAH, GA 31402

HONORABLE JAMES E. CLYBURN  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
1703 GERVAIS STREET  
COLUMBIA, SC 29211

HONORABLE ZELL MILLER  
GOVERNOR OF GEORGIA  
201 STATE CAPITOL  
ATLANTA, GA 30334

HONORABLE GEORGE M. BROWN  
GEORGIA HOUSE OF REPRESENTATIVES  
PO BOX 1114  
AUGUSTA, GA 30903

MR. RICHARD KNOWLTON, PRESIDENT & CEO  
SAVANNAH ECONOMIC DEVELOPMENT AUTHORITY  
PO BOX 128  
SAVANNAH, GA 31402-0128

HONORABLE JOHN MATTHEWS  
SOUTH CAROLINA SENATOR  
PO BOX 401  
SANTEE, SC 29142

HONORABLE DAVID TAUB  
MAYOR OF BEAUFORT  
C/O LAB, PO BOX 557  
YEMASSEE, SC 29925

MR. MIKE BUTLER, EXECUTIVE DIRECTOR  
CITIZENS FOR NUCLEAR TECHNOLOGY AWARENESS  
PO BOX 24108  
COLUMBIA, SC 29224

MR. CHARLES MARTIN, ADMINISTRATOR  
CITY OF NORTH AUGUSTA  
PO BOX 6400  
NORTH AUGUSTA, SC 29841

## Community Leaders Mailing List

DR. FRANCIS TEDESCO  
PRESIDENT, MEDICAL COLLEGE OF GEORGIA  
1120 15TH STREET  
AUGUSTA, GA 30912

HONORABLE DOUGLAS E. MCTEER  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
BOX 97  
EARLY BRANCH, SC 29916

MR. TIM MAUND, DIRECTOR  
CSRA REGIONAL DEVELOPMENT CENTER  
2123 WRIGHTSBORO ROAD, PO BOX 2800  
AUGUSTA, GA 30904

HONORABLE OLIVIA COHEN  
MAYOR OF FAIRFAX  
PO BOX 405  
FAIRFAX, SC 29827

MR. GARY CANNON, MANAGER  
CITY OF BEAUFORT, CITY HALL  
302 CARTERET STREET  
BEAUFORT, SC 29901

HONORABLE CHARLES WALKER  
GEORGIA SENATE  
1143 LANEY WALKER BLVD  
AUGUSTA, GA 30901

HONORABLE CYNTHIA MCKINNEY  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
505 COURTHOUSE LANE, SUITE 100  
AUGUSTA, GA 30901

MR. E. G. MEYBOHM, PRESIDENT  
MEYBOHM REALTY  
3523 WALTON WAY  
AUGUSTA, GA 30909

MR. BUDDY THOMPSON, EXECUTIVE DIRECTOR  
LOWCOUNTRY COUNCIL OF GOVERNMENTS  
PO BOX 98  
YEMASSEE, SC 29945

HONORABLE J. TOM COLEMAN  
GEORGIA SENATE  
P O BOX 22398  
SAVANNAH, GA 31403

HONORABLE FRED CAVANAUGH  
MAYOR OF AIKEN  
PO BOX 1177  
AIKEN, SC 29802

HONORABLE CARROL H. WARNER  
CHAIRMAN, AIKEN COUNTY COUNCIL  
ROUTE 1, BOX 120  
WAGNER, SC 29164

HONORABLE J. STROM THURMOND  
UNITED STATES SENATOR  
211 YORK STREET  
AIKEN, SC 29801

MS. JOANNE MITCHELL, EXECUTIVE V PRESIDENT  
GREATER BEAUFORT CHAMBER OF COMMERCE  
PO BOX 910  
BEAUFORT, SC 29901-0910

HONORABLE DON CHEEKS  
GEORGIA SENATE  
3047 WALTON WAY  
AUGUSTA, GA 30909

HONORABLE JACK CONNELL  
GEORGIA HOUSE OF REPRESENTATIVES  
PO BOX 308  
AUGUSTA, GA 30903

## Community Leaders Mailing List

HONORABLE HOLLY A. CORK  
SOUTH CAROLINA SENATE  
3 RAINBOW ROW  
HILTON HEAD ISLAND, SC 29938

MR. STEVE THOMPSON  
MANAGER, AIKEN CITY  
PO BOX 1177  
AIKEN, SC 29802

HONORABLE TOMMY WESSINGER  
CHAIRMAN, ECONOMIC DEVELOPMENT PARTNERSHIP  
PO BOX 684  
AIKEN, SC 29802

MR. ERIC THOMPSON, EXECUTIVE DIRECTOR  
LOWER SAVANNAH COUNCIL OF GOVERNMENTS  
BOX 850  
AIKEN, SC 29801

HONORABLE PAUL COVERDELL  
UNITED STATES SENATOR  
PO BOX 14503  
ATLANTA, GA 30324

MR. GEORGE NICHOLS, EXECUTIVE DIRECTOR  
GEORGIA PORTS AUTHORITY  
PO BOX 2406  
SAVANNAH, GA 31402

HONORABLE MARTHA MOORE  
GEORGIA HOUSE OF REPRESENTATIVES  
12 PLANTATION HILLS DR  
EVANS, GA 30809

HONORABLE CHARLES A. DEVANY  
MAYOR OF AUGUSTA  
530 GREENE STREET, CITY COUNCIL BLDG  
AUGUSTA, GA 30911

DR. FRED DAVIDSON, PRESIDENT & CEO  
THE NATIONAL SCIENCE CENTER FOUNDATION  
159 CRAIG-SIMS PARKWAY  
AUGUSTA, GA 30909

MR. CHRIS VERENES, PRESIDENT  
CHAMBER OF COMMERCE  
1359 SILVER BLUFF ROAD, SUITE G-14  
AIKEN, SC 29803

HONORABLE TOM TAYLOR  
CHAIRMAN, BEAUFORT COUNTY COUNCIL  
PO DRAWER 7923  
HILTON HEAD ISLAND, SC 29938

HONORABLE SONNY DIXON  
GEORGIA HOUSE OF REPRESENTATIVES  
PO BOX 18266  
GARDEN CITY, GA 31408

MR. DEAN MOSS, MANAGER  
BEAUFORT-JASPER WATER & SEWER AUTHORITY  
PO BOX 2149  
BEAUFORT, SC 29901

HONORABLE MIKE PADGETT  
GEORGIA HOUSE OF REPRESENTATIVES  
1140 BENNOCK MILL ROAD  
AUGUSTA, GA 30906

HONORABLE BUTLER C. DERRICK, JR.  
MEMBER, UNITED STATES HOUSE OF  
REPRESENTATIVES  
211 YORK STREET, N. E.  
AIKEN, SC 29801

HONORABLE HARVEY W. EWING, JR.  
MAYOR OF HILTON HEAD ISLAND  
PO BOX 22779  
HILTON HEAD ISLAND, SC 29925

## Community Leaders Mailing List

HONORABLE J. W. WALL, JR.  
CHAIRMAN, ALLENDALE COUNTY COUNCIL  
PO BOX 338  
FAIRFAX, SC 29827

HONORABLE P. K. GREEN  
MAYOR OF JACKSON  
106 MAIN STREET, PO BOX 386  
JACKSON, SC 29831

DR. MARTHA FARMER  
ACTING PRESIDENT, AUGUSTA COLLEGE  
2500 WALTON WAY  
AUGUSTA, GA 30910

HONORABLE JOE WILDER  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
PO BOX 447  
BARNWELL, SC 29812

HONORABLE SUSAN WEINER  
MAYOR OF SAVANNAH  
PO BOX 1027  
SAVANNAH, GA 31402

HONORABLE BETTIEANNE HART  
GEORGIA HOUSE OF REPRESENTATIVES  
PO BOX 774  
WAYNESBORO, GA 30830

MR. J. WILLIAM PAUGH, PRESIDENT  
ST. JOSEPH CENTER OF LIFE  
2260 WRIGHTSBORO ROAD  
AUGUSTA, GA 30910-3199

HONORABLE ROBIN L. WILLIAMS  
GEORGIA HOUSE OF REPRESENTATIVES  
3322 WHEELER ROAD  
AUGUSTA, GA 30909

MR. JOHN B. FRANK, PRESIDENT  
TRUST COMPANY BANK  
PO BOX 927  
AUGUSTA, GA 30913-7699

MR. BOB REICH, DIRECTOR  
ECONOMIC DEVELOPMENT  
COLUMBIA COUNTY CHAMBER OF COMMERCE  
592 BOBBY JONES EXPRESSWAY, #8  
MARTINEZ, GA 30907

HONORABLE JUANITA M. WHITE  
SOUTH CAROLINA HOUSE OF REPRESENTATIVES  
RT. 1, BOX 184-A  
HARDEEVILLE, SC 29927

MS. SUSAN BLOOMFIELD  
SIERRA CLUB  
500 NORWICH ROAD, APT. #40  
AUGUSTA, GA 30909

HONORABLE ELLIS GODBEE  
CHAIRMAN, BURKE COUNTY COMMISSION  
PO BOX 62  
WAYNESBORO, GA 30803

HONORABLE THOMAS MOORE  
SOUTH CAROLINA SENATE  
PO BOX 684  
CLEARWATER, SC 29822

HONORABLE G. B. POLLARD, JR.  
GEORGIA SENATE  
PO BOX 6  
APPLING, GA 30802

MR. BRIAN COSTNER, DIRECTOR  
ENERGY RESEARCH FOUNDATION  
537 HARDEN STREET  
COLUMBIA, SC 29202

## Community Leaders Mailing List

MRS. JUNE MURFF, PRESIDENT  
GREATER AIKEN CHAMBER OF COMMERCE  
PO BOX 892  
AIKEN, SC 29802

HONORABLE RICHARD REYNOLDS  
CHAIRMAN, COLUMBIA COUNTY COMMISSION  
PO BOX 498  
EVANS, GA 30809

HONORABLE SAM A. NUNN  
UNITED STATES SENATOR  
120 BERNARD STREET, SUITE A307  
SAVANNAH, GA 31401

HONORABLE MARSHALL WILLIAMS  
SOUTH CAROLINA SENATE  
BOX 1084  
ORANGEBURG, SC 29116

DR. JACK PATRICK  
PRESIDENT, AUGUSTA TECHNICAL INSTITUTE  
3116 DEANS BRIDGE ROAD  
AUGUSTA, GA 30906

MS. ROSE WINN, ADMINISTRATOR  
HAMPTON COUNTY  
201 JACKSON STREET, W  
HAMPTON, SC 29924

MS. PATRICIA JERMAN, DIRECTOR  
SOUTH CAROLINA WILDLIFE FEDERATION  
PO BOX 61159  
COLUMBIA, SC 29260

MR. SAM BOOHER  
4387 ROSWELL ROAD  
AUGUSTA, GA 30907

MR. G. WAYNE PELOOUIN, PRESIDENT  
AUGUSTA REGIONAL HOSPITAL  
3651 WHEELER ROAD  
AUGUSTA, GA 30910

MR. A. K. HASAN, PUBLISHER  
MASTER MOTIVATOR NEWS JOURNAL  
P O BOX 1837  
AUGUSTA, GA 30903-1837

DR. MILDRED MCCLAIN  
CITIZENS FOR ENVIRONMENTAL JUSTICE  
720 MAUPAS AVENUE  
SAVANNAH, GA 31401

DR. MARY T. KELLY, STATE BOARD  
LEAGUE OF WOMEN VOTERS OF SOUTH CAROLINA  
4018 SANDWOOD DRIVE  
COLUMBIA, SC 29206

MR. W. H. PRIESTER, INTERIM ADMINISTRATOR  
ALLENDALE COUNTY ADMINISTRATOR  
COURTHOUSE SQUARE, P O BOX 677  
ALLENDALE, SC 29810

HONORABLE MARTHA MCCRANIE  
CHAIRWOMAN, NATURAL RESOURCES COMMITTEE  
LEAGUE OF WOMEN VOTERS  
742 LANCASTER ROAD  
AUGUSTA, GA 30909

MS. REBECCA SHORTLAND  
THE GEORGIA CONSERVANCY  
711 SANDTOWN ROAD  
SAVANNAH, GA 31410

MR. KING SINGLETON  
2445 DUBLIN  
AUGUSTA, GA 30906



Westinghouse  
Savannah River Company

P.O. Box 616  
Aiken, SC 29802

June 18, 1993

EA930615A01

TO: ALL WSRC EMPLOYEES

**SAVANNAH RIVER SITE DRAFT WORKFORCE RESTRUCTURING PLAN (U)**

Enclosed is a synopsis of the Department of Energy's Savannah River Site Draft Workforce Restructuring Plan. In May, letters were mailed to stakeholders requesting input during preparation of this draft plan under the provisions of the National Defense Authorization Act for Fiscal Year 1993. The stakeholders receiving this request comprised Westinghouse, Bechtel, and Wackenhut employees, subcontractor companies, representatives of building trades and other labor unions, and community leaders.

As responses are received, they are being logged, tracked, and categorized. All comments are being considered for input into the draft workforce restructuring plan.

By the end of May, 986 out of 21,952 stakeholders surveyed had responded. The largest proportionate response came from Westinghouse employees. Of these responses, the majority included suggestions that sufficiently attractive voluntary separation programs be offered to ensure that the number of employees to be involuntarily separated is minimized.

Other suggestions related to the need to provide retraining opportunities for displaced workers and to provide outplacement assistance such as tuition reimbursement, posting of information on job opportunities, conducting a job fair, and help in resume preparation. Many comments reflected a concern that the identification of workers to be involuntarily separated be done in a fair and equitable manner. Some comments concerned the need to focus on a new mission for the Site and to encourage the growth of new, high-technology industry in the Central Savannah River Area.

Many stakeholders appreciated the chance to provide their input. Others commented that the mailing did not contain sufficient detail on which to comment or that the time frame for responding was too short.

Within the limited time frame available, as many stakeholder comments as possible have been incorporated in the draft workforce restructuring plan. Proposals for early retirement, voluntary separation, relocation assistance, and educational assistance programs are currently under consideration by the Department of Energy and therefore are not described within the draft plan. Once approved, details of these programs will be communicated to employees.

The draft plan is now available for stakeholder review in the Department of Energy's public reading room at the University of South Carolina-Aiken and at the Augusta College library. In addition, access to copies of the draft plan will be provided on site for employee review. We hope those of you who sent us suggestions will recognize your input as you read through the draft plan.

**Savannah River Site Draft Workforce Restructuring Plan (U)**  
**June 18, 1993**  
**Page 2**

Enclosed is a new Idea Form for your use in sending us your comments and suggestions after you have reviewed the draft plan. We welcome the continued participation of our stakeholders as this draft plan evolves. Stakeholder input will continue to be tracked and assessed as it is received, and the draft plan will be updated to incorporate suggestions as appropriate.

A handwritten signature in cursive script, reading "A. L. Schwallie".

**A. L. Schwallie**  
**President**



## SYNOPSIS

### THE DEPARTMENT OF ENERGY SAVANNAH RIVER SITE 1993 DRAFT WORKFORCE RESTRUCTURING PLAN

#### Preface

The geopolitical conditions that required a large and diverse nuclear weapons stockpile have changed with the end of the Cold War. Nuclear weapons production is no longer a national priority. Greater emphasis is being placed on solving the problems of nuclear-generated waste and environmental pollution—a legacy of decades of weapons production.

Reduced funding and revised mission guidance for the Savannah River Site for Fiscal Year 1994 will require a reduction in Site employment of about 2,600 individuals by the end of Fiscal Year 1993.

The environment within which this workforce restructuring must occur is dynamic. The restructuring must comply with Section 3161 of the newly enacted National Defense Authorization Act for Fiscal Year 1993. To address issues of continuity and standardization in the implementation of this act throughout the Department of Energy weapons production complex, the Department of Energy has established the Task Force on Worker and Community Transition. This task force will continue to play an active role in workforce restructuring as the process evolves.

Participation of stakeholders will be key to success in the drafting of the workforce restructuring plan. Stakeholder consultation is proceeding in parallel with the evolution of this draft plan. The plan also will be reviewed by Department of Energy Headquarters and by the United States Congress prior to approval.

#### I. Executive summary

This document sets forth plans for responding to the Site's changing mission, assisting displaced and redeployed workers, mitigating the social and economic impact to affected communities, and restructuring the workforce for the Site's emerging mission.

The only Site contractors presently affected by downsizing are Wackenhut Services, Incorporated; Westinghouse Savannah River Company; and Westinghouse's design engineering and construction management contractor, Bechtel Savannah River, Incorporated.

Site workers included in the plan comprise (1) Westinghouse, Bechtel, and Wackenhut full-service employees including Wackenhut union members represented by United Plant Guard Workers of America; and (2) Westinghouse and Bechtel temporary workers including limited service employees and subcontractors.

Bechtel construction craft workers are not affected by workforce restructuring at present and, therefore, are not included in this plan. The ongoing and continuing release of these workers is part of the normal ebb and flow of construction work. In the event that additional reductions in the construction craft workforce over and above previously planned reductions become necessary as a result of workforce restructuring, this plan may be revised to include these reductions. In particular, any construction craft workers who have had continuous employment at the Site and who are separated clearly as a result of workforce restructuring will be identified and will be extended appropriate benefits

consistent with the guidelines of the Department of Energy's Task Force on Worker and Community Transition.

## **II. Background**

Spreading across what was once about 310 square miles of villages and farmland lies South Carolina's largest employer. The Savannah River Site, operated for the Department of Energy by Westinghouse Savannah River Company, has played an integral part in molding and shaping this area into what it is today.

In 1950, the Atomic Energy Commission contracted E.I. du Pont de Nemours and Company to build and operate the Site. Construction began in January 1951, initial operations began in October 1952, and the first reactor went critical December 28, 1953. All major facilities were completed by March 1, 1955, at a construction cost of \$1.2 billion.

By 1957, the Site had 10,192 employees with a \$60 million payroll. Between 1950 and 1964, the populations of North Augusta and Belvedere jumped 185 percent. The city of Aiken almost tripled its population from 7,000 to 20,000 with about 34 percent of its citizens working at the Site.

In February 1993, the Site's population totaled 24,568 with a payroll of a little more than \$1 billion. Today, almost everyone living in the surrounding areas is directly or indirectly touched by the Site, which is a strong supporter of community services. Two Red Cross blood drives a year are held at the Site. In 1992, Site employees contributed more than \$2 million to local United Way agencies. To celebrate the annual Environmental Awareness Day, the Site sets up Earth Day displays and distributes resource kits to local schools. The Site invites 500 Boy Scouts each year to its Georgia/Carolina Boy Scout Camporee. And, about 300 Site professionals judge more than 12,000 projects in the Central Savannah River Area Science and Engineering Fair.

The Site has a history of being involved in education. Under Du Pont, the Site initiated a co-op program that selects science and engineering students from various colleges and universities to alternate between working at the Site and going to school. Two newer programs—the South Carolina University Research and Education Foundation and the Education, Research, and Development Association of Georgia Universities—help place research and development tasks with local universities. The Site provides summer employment to university faculty, graduate and undergraduate students, and high school science and math teachers, as well as outreach programs for middle and high school students.

## **III. Changing priorities**

In the 43 years of the Site's existence, it has gone through many changes. In tracking these changes, the Site's history can be divided into three broad eras: 1950–1988, 1989–1992, and 1993–1999.

### **1950–1988: Producing materials for nuclear deterrence**

Between 1950 and 1955, Du Pont accomplished the largest single construction job ever undertaken in the United States—the building of the Savannah River Site. The Site's number one priority was to produce tritium and plutonium for nuclear weapons. The Site's reactors were designed, built, and operated before there were any governmentally established guidelines for nuclear facilities.

Du Pont established a strong industrial safety culture at the Site, winning 35 safety awards during this era.

There was little federal oversight of Site operations during the early part of this era. When the Atomic Energy Commission was split up in 1974, its nuclear oversight committee was incorporated into the Nuclear Regulatory Commission, but the committee's charter no longer included overseeing the Site's reactors. In 1982, Du Pont created its own Reactor Safety Advisory Committee made up of top Site managers and reactor experts from the nuclear power industry.

In 1983, environmentalists filed a lawsuit forcing the Department of Energy to delay the restart of the L Reactor until an environmental impact statement was prepared. Although no significant reactor accidents had occurred in the Site's first 30 years, pressure increased during the next few years to open the Site to greater access by federal and state agencies, environmentalist groups, and the media.

A byproduct of nuclear weapons materials production, 23 million gallons of liquid radioactive waste are stored temporarily in tanks at the Site. Du Pont felt strongly that a permanent storage solution needed to be found. Site scientists and engineers established a method of containing the waste in borosilicate glass for permanent storage. Thus, the Defense Waste Processing Facility was designed. Construction of the facility began in 1984 and was completed in 1989.

Du Pont announced in October 1987 that in 1989 it would not renew its contract to operate the Site. The three operable reactors were shut down in the summer of 1988 because of safety concerns and for scheduled maintenance. Heavy criticism of the Department of Energy and Du Pont led to oversight hearings by several Congressional panels.

On April 1, 1989, Westinghouse Savannah River Company took over operations at the Site. This was the beginning of a new era.

#### **1989-1992: Declining need for production reactors**

This would prove to be an era of dramatic change. The Site began the era with a priority mission of restarting P, L, and K Reactors to produce tritium and plutonium. In 1991, this mission changed to one reactor in cold standby, one reactor in warm standby, and one reactor, K Reactor, to be operated to produce tritium. The Site also became involved in site characterization and design development for a new production reactor. By the end of the era, the Department of Energy would defer indefinitely the new production reactor and would shut down K Reactor for good.

The Site mission expanded and funding increased for environmental restoration and waste management activities. Focus was put on developing alternative technologies for the safe transportation and disposal of waste, on waste minimization, and on the characterization and remediation of Site settling basins.

During this era, the Department of Energy agreed to conduct an environmental impact study before restarting any reactors, and federal oversight grew tenfold. Safety remained a high priority. In 1991, the recordable-injury rate for all industry was 11 times higher than the rate at the Site.

#### **1993-1999: Restructuring for post-Cold War missions**

The Clinton Administration's budget for 1994 includes an \$800 million cut in the defense budget, with most of the cuts coming from nuclear weapons production and nuclear research and development. The Department of Energy plans to move rapidly from a focus

on nuclear weapons to a focus on progressive energy policies while maintaining an emphasis on environmental restoration and waste management.

In January 1993, the Department of Energy signed an agreement with state and federal environmental regulatory agencies detailing a 30-year cleanup program for the Site.

In February 1993, the Department of Energy directed Westinghouse to place the K Reactor in cold standby with no planned provisions to restart and to phase out the Site's capability to reprocess fuel.

After almost 40 years of reliably producing nuclear materials for the Nation's stockpile of nuclear weapons, the Site has reached a strategic crossroads that represents a new era for the Site and its stakeholders. In response to changing conditions, the Site must undergo major programmatic and structural changes during the next decade.

Under the Department of Energy's new, post-Cold War priorities, the emerging mission for the Site comprises the following four broad areas:

**National defense:** Producing products and providing services that contribute to national defense interests, including nuclear deterrence, disarmament, and safeguards.

**Environmental restoration and waste management:** Stabilizing and disposing of nuclear and hazardous wastes, cleaning up soil and groundwater contamination, and decontaminating and decommissioning retired facilities, including the development and demonstration of needed technologies.

**Related technology applications:** Providing diversified services, products, and technology transfers related to our core competencies and capabilities that mutually benefit national defense, strengthen our national economy, and enhance the global competitiveness of our Nation's private industries.

**Accountability and cost effectiveness:** Managing and operating the Site in a manner designed to protect the environment and the health and safety of employees and the public, to involve and to instill trust and confidence among all stakeholders, and to continually seek improvements in the conduct of our operations.

#### **IV. Stakeholder consultation**

In May 1993, about 22,000 stakeholders were invited to submit ideas for consideration during the development of the draft Site workforce restructuring plan. The stakeholders included employees and subcontractors of Westinghouse, Bechtel, and Wackenhut, representatives of labor unions, and community leaders.

A majority of the responses received included suggestions that sufficiently attractive voluntary separation incentives be offered to ensure that the number of employees to be involuntarily separated is minimized. Other suggestions included the provision of retraining opportunities and outplacement assistance including résumé preparation, a job fair, relocation assistance, tuition reimbursement, and extension of medical benefits.

Many comments reflected a concern that the identification of workers to be involuntarily separated be done in a fair and equitable manner.

Other comments concerned the need to focus on a new mission for the Site and to encourage the growth of new, high-technology industry in the Central Savannah River Area.

Stakeholders also will have an opportunity to review the incorporation of their comments in the draft plan. This synopsis is being mailed to all employees, to subcontractor companies, and to representatives of building trades and other labor unions.

The entire draft plan will be available for review at numerous locations on Site. In addition, the draft plan is being mailed to community leaders and will be available for review at the Department of Energy's public reading room at the University of South Carolina-Aiken and at the Augusta College library.

## V. Objective of the Savannah River Site Workforce Restructuring Plan

The objective of this plan is to manage the restructuring of the Site's workforce consistent with the Clinton Administration's program for defense conversion through:

- Minimizing involuntary separations.
- Minimizing the impact on individuals who are involuntarily separated.
- Alleviating the detrimental effect on the surrounding communities.
- Ensuring identification and retention or tracking of persons with essential knowledge and skills needed to operate K Reactor as a contingency in the event that the restart of this reactor would become critical to the Nation's defense needs.
- Maintaining the integrity of the core competency required to safely and responsibly operate the Site.
- Restructuring and reorganizing Site operations to support the Clinton Administration's plans for defense conversion and Department of Energy Secretary Hazel O'Leary's strategic objectives.

## VI. Staffing strategy

Site contractors took steps during Fiscal Year 1992 to control staffing levels in anticipation of reduced defense program funding in Fiscal Year 1994. Wackenhut instituted a hiring freeze and used attrition to reduce noncritical staffing. Westinghouse and Bechtel instituted a staffing strategy that limited the hiring of full-service employees and increased the use of temporary workers. The intent of this strategy was to accommodate the anticipated reduction in funding for Fiscal Year 1994 by releasing the temporary workers, thereby avoiding a reduction in force of full-service employees.

In February 1993, the Department of Energy issued the Site's funding and mission guidance for Fiscal Years 1995 through 1999, including revised and reduced guidance for Fiscal Years 1993 and 1994. Projected funding was reduced across all mission areas. As Site contractors developed budget requests in response to the new guidance, it became apparent that the previously implemented staffing strategies would not be sufficient and that a reduction in force of full-service employees would be required.

To minimize the number of full-service employees to be involuntarily separated, Westinghouse and Bechtel will proceed with their strategy of releasing temporary workers. In addition, Westinghouse, Bechtel, and Wackenhut have submitted voluntary separation program proposals to the Department of Energy.

Growth in environmental restoration and waste management program areas at the Site has resulted in a need to increase staffing in these areas by about 400 in Fiscal Year 1993. Although this growth is not sufficient to offset the decrease in defense program areas, the growth can be used to reduce the number of Site workers to be involuntarily separated. These positions will be filled through selection of the best-qualified candidates from the following groups in the order presented:

- Displaced full-service employees of the contractor having the opening.

- Displaced full-service employees of other Site contractors.
- Displaced full-service employees of other Department of Energy site management and operating contractors.
- Displaced Site temporary workers.
- Candidates from outside of the Department of Energy weapons production complex.

## **VII. Destaffing profiles**

In February 1993, Site staffing totaled 24,568. Of this total, Westinghouse, Bechtel, and Wackenhut—the only Site organizations presently affected by workforce restructuring—comprised 23,108 full-service employees and temporary workers. A more detailed February 1993 staffing profile of these organizations is provided as Attachment 1 to the plan. A matching staffing profile for October 1993 will be provided in a revision to the plan. As discussed in Section VI, it is anticipated that temporary workers will be reduced to minimal levels, recognizing that in some cases it may be more cost effective to retain temporary workers for short-term, peak activities requiring specialized skills.

## **VIII. Notification schedule**

The National Defense Authorization Act for Fiscal Year 1993 requires that workers and communities be provided with notice of a pending workforce restructuring 120 days prior to the restructuring. The Department of Energy Savannah River Operations Office notified Site employees, community leaders, the news media, and state and local government officials on April 2, 1993, that a significant downsizing would occur by the end of Fiscal Year 1993.

The Worker Adjustment and Retraining Notification Act requires that workers impacted by a mass layoff be given individual, written notice 60 days in advance of being laid off. Department of Energy Order 3309.1A, Reductions in Contractor Employment, includes a provision for paying affected workers for 60 days in lieu of advance notification when necessary.

To comply with funding limitations for Fiscal Year 1994, about 2,600 workers must be removed from the Site payroll by the end of Fiscal Year 1993. The 60-day individual notification will not be given until after the Department of Energy Headquarters has approved the Site workforce restructuring plan. Due to the inability to accurately predict the date on which such approval will be given, the pay in lieu of notice option will be exercised. Use of this option would allow notification to affected workers to be given up to the end of September 1993.

## **IX. Destaffing programs**

The Site workforce restructuring plan seeks to maximize voluntary separations and to offer assistance to terminated workers. All decisions made relative to this workforce restructuring will be made without consideration to any employee's race, color, religion, gender, national origin, age, physical or mental disability, or veteran status.

### **Voluntary separation incentives**

Site contractors have proposed voluntary separation incentive programs. Once approved, the details of these programs will be communicated to employees.

In the interest of maintaining the integrity of the core competence required to safely and responsibly operate the Site, management reserves the right to deny participation in these programs when the loss of special individual skills would adversely affect Site operations.

### **Training**

The following four types of training will be provided:

- Training for Westinghouse full-service employees, Bechtel nonmanual, and all Wackenhut employees who are involuntarily separated.
- Training for retained employees who will be reassigned to environmental restoration and waste management positions.
- Training for retained workers who will be given other new assignments.
- Training for all Westinghouse, Bechtel, and Wackenhut managers, not only those directly involved in the reduction in force, to communicate all aspects of the reduction in force to all managers.

### **Educational assistance**

Under the Job Training Partnership Act, the Department of Labor offers terminated workers full scholarships to technical schools for associate degrees. The Department of Labor also is working on a plan to supplement bachelor's and master's degrees. Information on access to these programs will be provided to terminated site workers.

Site contractors have submitted a proposal to the Department of Energy to provide educational assistance to terminated full-service employees that would augment federal assistance provided under the Job Training Partnership Act. Once approved, details of this assistance will be communicated to employees.

### **Severance pay**

Severance pay will be paid to terminated employees as follows:

- Full-service Westinghouse and Bechtel nonmanual employees will receive severance pay equal to one week's salary for each year of service up to a maximum of 26 years. Employees who accepted severance pay from Du Pont on April 1, 1989 (calculated based on service through September 30, 1985) will receive severance pay equal to one week's salary for each year of service up to 8 years of service. Employees who retired from Du Pont on March 31, 1989, and were rehired by Westinghouse on April 1, 1989, will receive severance pay equal to one week's salary for each year of service up to a maximum of 4 years of service. The severance pay program does not include Westinghouse and Bechtel limited-service employees and subcontractors.
- Wackenhut employees will receive one week of severance pay for every year of service.

### **Outplacement**

The Site will open a dedicated outplacement service center, centrally located within the Central Savannah River Area. All workers terminated as a result of workforce restructuring, including full-service employees and temporary workers, will have access to the center although eligibility for some of the services may vary as outlined in the draft plan.

Workers terminated from defense nuclear facilities will be given preferential hiring consideration by other Department of Energy facilities. This will be done via the Department of Energy's job opportunities bulletin board system, an automated system that matches résumés to job specifications and notifies both job seekers and potential employers that a match has been found.

In addition, a comprehensive job identification program will be sponsored through the outplacement service center. The draft workforce restructuring plan describes the means by which job opportunities will be identified and posted at the center. Fully equipped workstations will be available to terminated workers to prepare résumés and job-search correspondence. A résumé book will be assembled and distributed to potential employers, and arrangements will be made to accommodate potential employers who would prefer to conduct job interviews at the center. A job fair will be held within about eight weeks of termination notification. A comprehensive ongoing communications program will provide up-to-date information regarding center activities and special events.

Terminated full-service employees may participate in Target Success, a workshop designed by Westinghouse Electric Corporation to provide instruction and counseling on job search techniques, résumé preparation, and interviewing skills.

#### **Employee assistance program**

Under the Employee Assistance Program, full-service employees and their families may receive confidential counseling regarding emotional difficulties, stress management, legal and financial management, marriage and family matters, and substance abuse. These services will be offered to departing employees and their families.

#### **Continuing benefits and benefits counseling**

Separated Westinghouse, Bechtel, and Wackenhut full-service employees with one or more years of service will be eligible for continued insurance coverage and other benefits as follows:

**Medical coverage:** For the first year, the separated employee pays the active employee premium rate. For the second year, the former employee can continue coverage at half the current group rate. For the third year, the former employee may opt to continue coverage by paying 100 percent of the group rate.

**Life insurance:** Noncontributory and contributory life insurance coverage for separated Westinghouse and Bechtel employees will continue for one year. Wackenhut has submitted a proposal for life insurance coverage to the Department of Energy. Once approved, details of the Wackenhut life insurance coverage will be communicated to employees.

**Savings and investment plan:** Separated Westinghouse and Bechtel employees will be vested in the savings and investment plan. Wackenhut has submitted a proposal regarding their savings and investment plan to the Department of Energy. Once approved, details of the Wackenhut savings and investment plan will be communicated to employees.

#### **Relocation assistance**

A proposal for relocation assistance for terminated full-service employees is currently under consideration in those cases where the hiring company does not otherwise offer relocation. Once approved, details of this assistance will be communicated to employees.



### **Medical monitoring program**

Workers who have been occupationally exposed to a radioactive material and subsequently retire or are terminated may participate at no cost in ongoing medical monitoring programs and national registries.

## **X. Communications plan**

The communications plan identifies strategies for disseminating information in an understandable, consistent, factual, and timely manner and provides an open forum for key stakeholders to exchange ideas and opinions. This strategy emphasizes the concerns that the Department of Energy and its contractors have for our employees and their communities.

Following each triggering event (the announcement of the Fiscal Year 1994 budget, 120-day notification, etc.), the Site will notify, as appropriate, the congressional delegations and governors' offices of South Carolina and Georgia, community and business leaders, regulators, stakeholder action groups, and the news media.

Timely and accurate communication with Site employees is essential for minimizing the extent and detrimental effects of rumors and speculation among employees, local media, and the surrounding communities. Westinghouse, Bechtel, and Wackenhut will provide straightforward communications to employees on budget impacts before information is released to the news media, whenever possible.

## **XI. Community assistance program**

This component of the plan depends on an assessment of the elements of successful transition for an economy and a culture long dominated by the Savannah River Site. Citizens of the surrounding communities are encouraged to participate in discussions and decisions of the region's future. In addition, plans are in place to coordinate with other government programs that have been established to ease the economic impact on communities of defense conversion. The intent is to design and apply a community assistance program that will create business-development opportunities to mitigate potential economic dislocations in South Carolina and Georgia. The plan will, to the extent possible:

- Mitigate adverse employment impact.
- Promote the growth of long-term, high-technology jobs to replace those that are lost at the Site.
- Encourage small and disadvantaged business spin-offs based on Site technologies and capabilities.
- Enhance the quality of educational opportunities in the region.

The Department of Energy will involve all stakeholders in this process, ensuring effective consultation with the broadest range of affected community representatives.

### **Analysis and assessment**

An econometric model will be developed to provide information essential to understanding the effect of the Site's downsizing on affected communities, as well as the demographics of the Site's workforce available for redeployment. Additionally, a systematic appraisal of the Site's core competencies and technologies, as applied to the Site's historical weapons materials production mission, has been completed. An effort to

evaluate the competitiveness and commercial potential of these technologies will be undertaken.

#### **Stakeholder action group**

A formal stakeholder action group is being formed. It will facilitate long-term, coordinated public participation in implementing the restructuring plan. Once the group has been established, the Site will work with its members to provide information, to receive recommendations and requests, and to respond to their input. In addition, it is hoped that the action group will undertake efforts of its own to mitigate the effects of the Site's changing mission on employees in their communities; to monitor, assess, and provide input to legislative activities that could affect employees and their communities; to explore private business opportunities; and to consider other uses for the Site and its facilities.

#### **Economic development assistance**

Site scientists and engineers have focused on applying technologies to solve practical problems, as contrasted with basic research. This approach supports the transfer of technology to the private sector, development of new missions and programs, and creation of a viable, regional economic-development activity directed at attracting high-technology jobs.

An effective regional economic-development strategy depends on many factors, and its conception and implementation remains a state and community responsibility. However, the Department of Energy will support agencies in identifying and applying for Department of Commerce planning grants and will then develop unsolicited and competitive proposals for technology-based programs.

## **XII. Plan updates**

Annual updates of the workforce restructuring plan will be issued to notify Department of Energy Headquarters of any changes in the Savannah River Site's mission. The updated plan will contain an evaluation of the Site's performance in the previous year as measured against the plan.

## **Attachments to the plan**

#### **Attachment 1**

Attachment 1 is a compilation and analysis of stakeholder response to letters mailed May 14, 1993.

#### **Attachment 2**

Attachment 2 is a destaffing profile that summarizes (by company and employment category) total Westinghouse, Bechtel, and Wackenhut workers as of February 28, 1993. A similar profile will be provided for October 1, 1993.

#### **Attachment 3**

Attachment 3 is a matrix that shows workforce restructuring program applicability by employment category.

## Idea Form

We welcome your ideas on the content of the draft workforce restructuring plan. Please complete this form and mail by July 2 to the address on the reverse side. Your ideas will be considered for inclusion in the final version of the plan.

Please indicate which section of the plan your idea addresses:

- |  |  |
|--|--|
| <input type="checkbox"/> I. <i>Executive summary</i>         | <input type="checkbox"/> IX. <i>Destaffing programs</i>          |
| <input type="checkbox"/> II. <i>Background</i>               | <input type="checkbox"/> <i>Voluntary separation incentives</i>  |
| <input type="checkbox"/> III. <i>Changing priorities</i>     | <input type="checkbox"/> <i>Training</i>                         |
| <input type="checkbox"/> IV. <i>Stakeholder consultation</i> | <input type="checkbox"/> <i>Educational assistance</i>           |
| <input type="checkbox"/> V. <i>Objective</i>                 | <input type="checkbox"/> <i>Severance pay</i>                    |
| <input type="checkbox"/> VI. <i>Staffing strategy</i>        | <input type="checkbox"/> <i>Outplacement</i>                     |
| <input type="checkbox"/> VII. <i>Destaffing profiles</i>     | <input type="checkbox"/> <i>Employee assistance program</i>      |
| <input type="checkbox"/> VIII. <i>Notification schedule</i>  | <input type="checkbox"/> <i>Continuing benefits</i>              |
|  | <input type="checkbox"/> <i>Relocation assistance</i>            |
|  | <input type="checkbox"/> <i>Medical monitoring program</i>       |
|  | <input type="checkbox"/> X. <i>Communications plan</i>           |
|  | <input type="checkbox"/> XI. <i>Community assistance program</i> |
|  | <input type="checkbox"/> XII. <i>Plan updates</i>                |
|  | <input type="checkbox"/> <i>Attachments</i>                      |

**Ideas:**

---

---

---

---

---

---

---

---

---

---

If you need more space, tape extra sheets of paper to the front of this form. Please fold, tape the form closed, and complete the return address. The U.S. Postal Service will not process stapled forms. Thank you for your response.

Name \_\_\_\_\_ Organization \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

# **Bechtel**

802 E. Martintown Road, BTC-416  
North Augusta, SC 29841  
(803) 952-5000  
FAX: (803) 952-5183

June 18, 1993

TO: ALL BSRI EMPLOYEES

## **SAVANNAH RIVER SITE DRAFT WORKFORCE RESTRUCTURING PLAN (U)**

Enclosed is a synopsis of the Department of Energy's Savannah River Site Draft Workforce Restructuring Plan. In May, letters were mailed to stakeholders requesting input during preparation of this draft plan under the provisions of the National Defense Authorization Act for Fiscal Year 1993. The stakeholders receiving this request comprised Westinghouse, Bechtel and Wackenhut employees, subcontractor companies, representatives of building trades and other labor unions and community leaders.

As responses are received, they are being logged, tracked and categorized. All comments are being considered for input into the draft workforce restructuring plan.

By the end of May, 986 out of 21,952 stakeholders surveyed had responded. The largest proportionate response came from Westinghouse employees. Of these responses, the majority included suggestions that sufficiently attractive voluntary separation programs be offered to ensure that the number of employees to be involuntarily separated is minimized.

Other suggestions related to the need to provide retraining opportunities for displaced workers and to provide outplacement assistance such as tuition reimbursement, posting of information on job opportunities, conducting a job fair and help in resume preparation. Many comments reflected a concern that the identification of workers to be involuntarily separated be done in a fair and equitable manner. Some comments concerned the need to focus on a new mission for the Site and to encourage the growth of new, high-technology industry in the Central Savannah River Area.



*Bechtel Savannah River, Inc.*

**Savannah River Site Draft Workforce Restructuring Plan (U)**

**June 18, 1993**

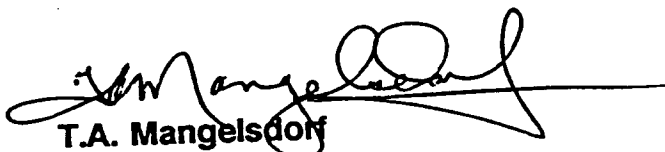
**Page 2**

Many stakeholders appreciated the chance to provide their input. Others commented that the mailing did not contain sufficient detail on which to comment or that the time frame for responding was too short.

Within the limited time frame available, as many stakeholder comments as possible have been incorporated in the draft workforce restructuring plan. Proposals for early retirement, voluntary separation, relocation assistance and educational assistance programs are currently under consideration by the Department of Energy and therefore are not described within the draft plan. Once approved, details of these programs will be communicated to employees.

The draft plan is now available for stakeholder review in the Department of Energy's public reading room at the University of South Carolina-Aiken and at the Augusta College library. In addition, access to copies of the draft plan will be provided on site for employee review. We hope those of you who sent us suggestions will recognize your input as you read through the draft plan.

Enclosed is a new Idea Form for your use in sending us your comments and suggestions after you have reviewed the draft plan. We welcome the continued participation of our stakeholders as this draft plan evolves. Stakeholder input will continue to be tracked and assessed as it is received and the draft plan will be updated to incorporate suggestions as appropriate.

  
T.A. Mangelsdorf  
President



Westinghouse  
Savannah River Company

P.O. Box 818  
Aiken, SC 29802

ASD-930014

June 18, 1993

Dear Sir:

**SAVANNAH RIVER SITE DRAFT WORKFORCE RESTRUCTURING PLAN (U)**

Enclosed is a synopsis of the Department of Energy's Savannah River Site Draft Workforce Restructuring Plan. In May, letters were mailed to stakeholders requesting input during preparation of this draft plan under the provisions of the National Defense Authorization Act for Fiscal Year 1993. The stakeholders receiving this request comprised Westinghouse, Bechtel, and Wackenhut employees, subcontractor companies, representatives of building trade and other labor unions, and community leaders.

As responses are received, they are being logged, tracked, and categorized. All comments are being considered for input into the draft workforce restructuring plan.

By the end of May, 986 out of 21,952 stakeholders surveyed had responded. The largest proportionate response came from Westinghouse employees. Of these responses, the majority included suggestions that sufficiently attractive voluntary separation programs be offered to ensure that the number of employees to be involuntarily separated is minimized.

Other suggestions related to the need to provide retraining opportunities for displaced workers and to provide outplacement assistance such as tuition reimbursement, posting of information on job opportunities, conducting a job fair, and help in resume preparation. Many comments reflected a concern that the identification of workers to be involuntarily separated be done in a fair and equitable manner. Some comments concerned the need to focus on a new mission for the Site and to encourage the growth of new, high-technology industry in the Central Savannah River Area.

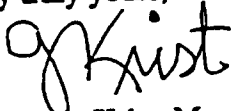
Many stakeholders appreciated the chance to provide their input. Others commented that the mailing did not contain sufficient detail on which to comment or that the time frame for responding was too short.

Within the limited time frame available, as many stakeholder comments as possible have been incorporated in the draft workforce restructuring plan. Proposals for early retirement, voluntary separation, relocation assistance, and educational assistance programs are currently under consideration by the Department of Energy and therefore are not described within the draft plan. Once approved, details of these programs will be communicated to employees.

The draft plan is now available for stakeholder review in the Department of Energy's public reading room at the University of South Carolina-Aiken and at the Augusta College library. In addition, access to copies of the draft plan will be provided on site for employee review. We hope those of you who sent us suggestions will recognize your input as you read through the draft plan.

Enclosed is a new idea form for your use in sending us your comments and suggestions after you have reviewed the draft plan. We welcome the continued participation of our stakeholders as this draft plan evolves. Stakeholder input will continue to be tracked and assessed as it is received, and the draft plan will be updated to incorporate suggestions as appropriate.

Very truly yours,

A handwritten signature in cursive script, appearing to read "G. Krist".

George A. Krist, Manager  
Administrative Services Division

Enc.

June 18, 1993

TO: ALL WACKENHUT SERVICES EMPLOYEES

SAVANNAH RIVER SITE DRAFT WORKFORCE RESTRUCTURING PLAN

The purposes of this notice are to: (1) provide all Wackenhut employees with the latest information available on the status of the Savannah River Site Workforce Restructuring Plan, and (2) provide an additional opportunity for review and comment on the revised Plan.

In May, letters were mailed to stakeholders requesting input during preparation of this draft plan under the provisions of the National Defense Authorization Act for Fiscal Year 1993. The stakeholders receiving this request comprised Westinghouse, Bechtel, and Wackenhut employees, subcontractor companies, representatives of building trade and other labor unions, and community leaders.

As responses are received, they are being logged, tracked and categorized. All comments are being considered for input into the draft workforce restructuring plan.

By the end of May, 986 out of 21,952 stakeholders surveyed had responded. The largest proportionate response came from Westinghouse employees. Fifteen Wackenhut employees submitted responses. Of these responses, the majority included suggestions that a sufficiently attractive voluntary separation package be offered to ensure that the number of employees be involuntarily separated is minimized.

Other suggestions related to the need to provide retraining opportunities for displaced workers and to provide outplacement assistance such as tuition reimbursement, posting of information on job opportunities, conducting a job fair, and help in resume preparation. Many comments reflected a concern that the identification of workers to be involuntarily separated be done in a fair and equitable manner. Some comments concerned the need to focus on a new mission for the Site and to encourage the growth of new, high-technology industry in the Central Savannah River Area.

Many stakeholders appreciated the opportunity to provide their input. Others commented that the mailing did not contain sufficient detail on which to comment or that the time frame for responding was too short.



**Savannah River Site Draft Workforce Restructuring Plan**  
**June 18, 1993**  
**Page 2**

Within the limited time frame available, as many stakeholder comments as possible have been incorporated in the draft workforce restructuring plan. Proposals for early retirement, voluntary separation, relocation assistance, and educational assistance programs are currently under consideration by the Department of Energy and therefore are not described in the draft plan. Once approved, details of these programs will be communicated to employees.

The draft plan is now available for stakeholder review in the Department of Energy's public reading room at the University of South Carolina-Aiken and at the Augusta College library. In addition, access to copies of the draft plan will be provided on site for employee review. We hope those of you who sent us suggestions will recognize your input as you read through the draft plan.

Enclosed is a new idea form for your use in sending us your comments and suggestions after you have reviewed the draft plan. We welcome the continued participation of our stakeholders as this draft plan evolves. Stakeholder input will continue to be tracked and assessed as it is received, and the draft plan will be updated to incorporate suggestions as appropriate.

Lawrence Brede, Jr.  
General Manager

## **APPENDIX C**

**Supplement to  
The Department of Energy  
Savannah River Site  
1993 Draft Workforce Restructuring  
Plan**

**NEW RESPONSIBILITIES  
NEW MISSION  
NEW OPPORTUNITIES**



**June 25, 1993**

# Contents

Supplement .....	1
Early retirement and voluntary separation incentives .....	2
Educational assistance .....	3
Employee assistance program .....	4
Continuing benefits .....	4
Relocation assistance .....	5
Attachment 1: Eligibility matrix .....	5

# **The Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan**

## **Supplement**

*Through programs such as relocation assistance, educational assistance, and retraining, we hope to encourage individuals to obtain and apply skills that will complement the Clinton administration's emphasis on the creation of new, high-technology jobs and that will enable these individuals to continue to contribute to the Nation's economic security.*

In June 1993, the Department of Energy issued a draft of its workforce restructuring plan for the Savannah River Site, detailing plans for conducting a reduction in force of about 2,600 Westinghouse Savannah River Company; Bechtel Savannah River, Incorporated; and Wackenhut Services, Incorporated, workers by the end of Fiscal Year 1993. This supplement to the June 17, 1993, draft workforce restructuring plan contains details of programs that were approved by Department of Energy headquarters subsequent to the issuance of the draft plan.

## **Early retirement and voluntary separation incentives**

Early retirement and voluntary separation incentive programs have been developed to maximize the number of employees who are able to leave the Site of their own choice, thereby reducing the number of workers who must be involuntarily terminated.

**Early retirement.** Westinghouse and Bechtel's early retirement incentive program applies to Westinghouse and Bechtel employees who are covered under the Westinghouse pension plan. Westinghouse and Bechtel limited-service employees and subcontractors are excluded.

The plan offers an incentive to retire by allowing employees to add three years of service and three years of age as of September 30, 1993, to calculate pension eligibility and benefits. (Employees who are 65 years of age or older will be credited with three years of service only.) All full-service employees who, with the addition of three years of age and service, are eligible for an unreduced pension are eligible for this incentive program. In addition, employees who retired from Du Pont on March 31, 1989, and were rehired by Westinghouse or Bechtel on April 1, 1989, who will have reached the age of 50 and will have at least four years of subsequent service by September 30, 1993, are eligible for the incentive program and can collect an immediate pension benefit.

Eligible full-service Westinghouse and Bechtel employees who elect the early retirement option will receive a separation bonus equal to one week's salary for each year of service up to a maximum of 26 years. Employees who accepted severance pay from Du Pont on April 1, 1989 (calculated based on service through September 30, 1985), will receive a separation bonus equal to one week's salary for each year of service up to eight years of service. Employees who retired from Du Pont on March 31, 1989, and were rehired by Westinghouse on April 1, 1989, will receive a separation bonus equal to one week's salary for each year of service up to a maximum of four years of service.

Eligible employees will be notified by letter with a packet of information about the program. A series of informational meetings will be scheduled for eligible employees and their spouses.

All eligible employees will have 30 days, beginning July 6 and ending August 4, to decide whether to take the early retirement incentive.

**Voluntary separation.** Essentially the same benefits will be offered to eligible employees who elect to voluntarily separate as to those who are involuntarily separated. These benefits are described in the draft workforce restructuring plan and in this supplement and include, for example, severance pay, training,

educational assistance, outplacement assistance, continuation of medical coverage, and relocation assistance.

The Westinghouse, Bechtel, and Wackenhut separation incentive programs will be similar with one exception being the offering by Wackenhut of a voluntary separation incentive bonus. This bonus will be three times an employee's last pension contribution. (Involuntarily separated employees will not be eligible for this bonus.) This is offered to Wackenhut employees as a special incentive for voluntary separation since Wackenhut does not have an early retirement option.

The voluntary separation incentive program will run concurrently with the early retirement incentive program. All eligible employees will have 30 days, beginning July 6 and ending August 4, to decide whether to elect the voluntary separation option.

In the interest of maintaining the integrity of the core competence required to safely and responsibly operate the Site, management reserves the right to deny participation in this voluntary separation program when the loss of special individual skills would adversely affect Site operations.

## **Educational assistance**

Educational assistance may be provided to full-service employees who are voluntarily or involuntarily separated due to workforce restructuring to cover tuition, fees, books, laboratory fees, or other required expenses listed in an approved course syllabus. The amount of assistance available will not exceed \$5,000 per 12-month period or \$10,000 total for satisfactorily completed coursework. This assistance will be offset by the amount granted through publicly funded sources. Eligible individuals must be enrolled at an educational institution that is regionally accredited or approved for Veterans Administration benefits.

Educational assistance will be terminated when a voluntarily or involuntarily separated employee becomes employed with the Department of Energy or one of its management and operating contractors, or where employment with another employer results in eligibility for any form of educational assistance.

Employees voluntarily or involuntarily separated due to workforce restructuring during Fiscal Year 1993 will have until January 15, 1996, to complete their educational reimbursement process.

## **Employee Assistance Program**

Westinghouse's existing Employee Assistance Program refers and provides professional and confidential counseling for Westinghouse and Bechtel employees and their families regarding emotional difficulties, stress management, legal and

### **Educational assistance**

Eligible Westinghouse, Bechtel, or Wackenhut employees who are voluntarily or involuntarily separated due to workforce restructuring may receive assistance to attend regionally accredited educational institutions or schools approved for Veterans Administration benefits.

The amount of assistance will not exceed \$10,000.

Payment in any 12-month period may not exceed \$5,000.

Assistance may cover tuition, fees, books, and laboratory fees.

financial management, marriage and family matters, and substance abuse. These services will be offered to voluntarily and involuntarily separated employees and their families for up to 12 months after separation. Wackenhut will contract an outside agency to provide these services to voluntarily and involuntarily separated employees for up to 12 months after separation.

Additional details on this program can be found in the draft workforce restructuring plan.

## **Continuing benefits**

Voluntarily and involuntarily separated Westinghouse, Bechtel, and Wackenhut full-service employees with one or more years of service will be eligible for continued insurance coverage and other benefits. Employees electing early retirement will not be eligible for these benefits.

**Medical coverage.** Westinghouse, Bechtel, and Wackenhut voluntarily and involuntarily separated full-service employees are eligible for up to three years of medical coverage for themselves and their eligible dependents. For the first year, the separated employee pays the active employee premium rate. For the second year, the former employee can continue coverage with half of the company-paid rate to be paid by the company and half to be paid by the employee. For the third year, the former employee may opt to continue coverage by paying 100 percent of the group rate. Dental coverage is not included in this three-year extension but is available to separated employees and eligible dependents through Title X of the Consolidated Omnibus Budget Reconciliation Act of 1985.

**Life insurance.** Non-contributory and contributory life insurance coverage for voluntarily and involuntarily separated Westinghouse and Bechtel full-service employees will continue for one year for employees with at least one year of service. If a separated employee has seven or more years of service, coverage will continue for one year, and the employee will receive an additional two months of coverage for every year of service earned with Westinghouse or Bechtel. An exception to this coverage is that Westinghouse and Bechtel employees who elect to retire under the reduced optional pension provision of the Westinghouse pension plan will be eligible for only the non-contributory group life insurance at company expense; contributory group life insurance may continue at employee expense. For eligible voluntarily and involuntarily separated Wackenhut employees, the non-contributory group life insurance continues at company expense for one year, or for two months for each full year of service, whichever is greater.

**Savings and investment plan.** Westinghouse and Bechtel voluntarily and involuntarily separated full-service employees automatically will be vested in the savings and investment plan. Limited-service employees with less than three years of service



will lose company contributions (including associated earnings). Eligible voluntarily and involuntarily separated Wackenhut employees will be automatically vested in their 401(k) plan.

**Retirement program eligibility.** Voluntarily and involuntarily separated Westinghouse and Bechtel full-service employees will be vested if their service time, as of the last day worked, is equal to four years plus 1,000 hours of compensated work. Eligible voluntarily and involuntarily separated Wackenhut employees will be automatically vested in the Wackenhut pension plan.

## Relocation assistance

The Site's contractors will follow their existing relocation policies and practices for reimbursement of actual and reasonable relocation costs when hiring employees of management and operating contractors from other sites who have been displaced because of workforce restructuring.

Relocation expenses for terminated Site workers who are hired by a management and operating contractor at another Department of Energy site will be reimbursed by the hiring site, or gaining location, in accordance with the policies and practices of that site.

In addition, Westinghouse, Bechtel, and Wackenhut voluntarily and involuntarily separated employees may receive a \$2,000 reimbursement relocation stipend if hired to fill a position at another Department of Energy, Westinghouse, Bechtel, or Wackenhut location if the gaining location's policies and practices do not cover reimbursement of relocation expenses. The employee must provide documentation of incurred expenses to receive this one-time, lump sum stipend, which will be available for up to one year after the employee's termination date.

## Attachment 1

Attachment 1 replaces Attachment 3 of the June 17, 1993, draft workforce restructuring plan. Columns have been added for early retirement incentive, voluntary separation incentive, educational assistance, employee assistance program, and relocation assistance. Rows have been added for employees who elect early retirement and employees who elect voluntary separation.

### Hiring preference

[Section 3161 of the National Defense Authorization Act of Fiscal Year 1993] cites that, to the extent practicable, affected employees shall receive preference in any hiring of the Department of Energy. To implement this, the task force proposed that all Department of Energy Management and Operating Contractors be directed to review résumés of interested Management and Operating contractor displaced workers and give these displaced workers priority consideration before hiring other offsite applicants. In addition, the Office of Contractor Human Resource Program in the Office of Procurement Assistance and Program Management will develop a process for résumé exchange and will work with the operations offices to implement this process.

The Department of Energy Task Force on Worker and Community Transition

## Workforce Restructuring Applicability

Employee category <sup>1</sup>	120-day notice <sup>2</sup>	60-day notice <sup>3</sup>	Early retirement incentive <sup>4</sup>	Voluntary separation incentive <sup>4</sup>	ER/WB training retained employees <sup>5</sup>	Other training retained displaced employees <sup>5</sup>	Training displaced separated employees <sup>5</sup>	Educational assistance <sup>4</sup>	Severance pay <sup>5</sup>	Utilize Outplacement Center <sup>5</sup>
Westinghouse full-service employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bechtel nonmanual employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Limited-service employees	Yes	No	No	No	No	No	No	No	No	Yes
Staff augmentation subcontractor	Yes	No	No	No	No	No	No	No	No	Yes
Construction cost plus fixed fee	Yes	No	No	No	No	No	No	No	No	Yes
Full-service design contractor	Yes	No	No	No	No	No	No	No	No	Yes
Project engineering services contractor	Yes	No	No	No	No	No	No	No	No	Yes
Wackenhut employees	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Employees who elect early retirement	Yes	No	Yes	No	No	No	No	No	No	Yes
Employees who elect voluntary separation	Yes	No	No	Yes	No	No	Yes	Yes	Yes	Yes

<sup>1</sup> Employee categories are defined in Section VII, Destaffing profiles, of the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 17, 1993.

<sup>2</sup> 120-day notice category is defined in Section VIII, Notification schedule the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 17, 1993.

<sup>3</sup> 60-day notice category is defined in Section VIII, Notification schedule, of the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 17, 1993.

<sup>4</sup> These categories are defined in the Supplement to the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 25, 1993.

<sup>5</sup> These categories are defined in Section IX, Destaffing programs, of the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 17, 1993.

## Workforce Restructuring Applicability

Employee category <sup>1</sup>	Access to DOE resume databank <sup>5</sup>	Resume preparation <sup>5</sup>	Strategy interviews target success workshop <sup>5</sup>	Subject expert sessions <sup>5</sup>	Employee assistance program <sup>5</sup>	Benefits counseling <sup>5</sup>	Extension of medical coverage <sup>4</sup>	Savings and investment plan <sup>4</sup>	Relocation assistance <sup>4</sup>	Medical monitoring program <sup>5</sup>
Westinghouse full-service employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bechtel nonmanual employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Limited-service employees	Yes	Yes	No	No	No	No	No	Yes <sup>6</sup>	No	Yes
Staff augmentation subcontractor	Yes	Yes	No	No	No	No	No	No	No	Yes
Construction cost plus fixed fee	Yes	Yes	No	No	No	No	No	No	No	Yes
Full-service design contractor	Yes	Yes	No	No	No	No	No	No	No	Yes
Project engineering services contractor	Yes	Yes	No	No	No	No	No	No	No	Yes
Wackenhut employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Employees who elect early retirement	Yes	Yes	No	No	Yes	Yes	No	Yes	No	Yes
Employees who elect voluntary separation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

- <sup>1</sup> Employee categories are defined in Section VII, Destaffing profiles, of the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 17, 1993.
- <sup>4</sup> These categories are defined in the Supplement to the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 25, 1993.
- <sup>5</sup> These categories are defined in Section IX, Destaffing programs, of the Department of Energy Savannah River Site 1993 Draft Workforce Restructuring Plan, dated June 17, 1993.
- <sup>6</sup> Limited-service employees with less than three years of service will lose company contributions (including associated earnings).

## Workforce Restructuring Applicability

<b>Employee category<sup>1</sup></b>	<b>Access to DOE résumé databank<sup>4</sup></b>	<b>Résumé preparation<sup>4</sup></b>	<b>Strategy interviews target success workshop<sup>4</sup></b>	<b>Subject expert sessions<sup>4</sup></b>	<b>Employee assistance program<sup>4</sup></b>	<b>Benefits counseling<sup>4</sup></b>	<b>Extension of medical coverage<sup>4</sup></b>	<b>Savings and investment plan<sup>4</sup></b>	<b>Relocation assistance<sup>4</sup></b>	<b>Medical monitoring program<sup>4</sup></b>
Westinghouse full-service employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bechtel nonmanual full-service employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Limited-service employees	Yes	Yes	No	No	No	No	No	Yes <sup>5</sup>	No	Yes
Staff augmentation subcontractor	Yes	Yes	No	No	No	No	No	No	No	Yes
Construction cost plus fixed fee	Yes	Yes	No	No	No	No	No	No	No	Yes
Full-service design contractor	Yes	Yes	No	No	No	No	No	No	No	Yes
Project engineering services contractor	Yes	Yes	No	No	No	No	No	No	No	Yes
Wackenhut employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Employees who elect early retirement	Yes	Yes	No	No	Yes	Yes	No	Yes	No	Yes
Employees who elect voluntary separation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

<sup>1</sup> Employee categories are defined in Section VI, Destaffing profiles, of the Department of Energy Savannah River Site 1993 Workforce Restructuring Plan.

<sup>4</sup> These categories are defined in Section VIII, Destaffing programs, of the Department of Energy Savannah River Site 1993 Workforce Restructuring Plan.

<sup>5</sup> Limited-service employees with less than three years of service will lose company contributions (including associated earnings).

## Workforce Restructuring Applicability

Employee category <sup>1</sup>	120-day notice <sup>2</sup>	60-day notice <sup>3</sup>	Early retirement incentive <sup>4</sup>	Voluntary separation incentive <sup>4</sup>	ER/WM training retained employees <sup>4</sup>	Other training retained displaced employees <sup>4</sup>	Training displaced separated employees <sup>4</sup>	Educational assistance <sup>4</sup>	Severance pay <sup>4</sup>	Utilize Outplacement Center <sup>4</sup>
Westinghouse full-service employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bechtel nonmanual full-service employees	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Limited-service employees	Yes	No	No	No	No	No	No	No	No	Yes
Staff augmentation subcontractor	Yes	No	No	No	No	No	No	No	No	Yes
Construction cost plus fixed fee	Yes	No	No	No	No	No	No	No	No	Yes
Full-service design contractor	Yes	No	No	No	No	No	No	No	No	Yes
Project engineering services contractor	Yes	No	No	No	No	No	No	No	No	Yes
Wackenhut employees	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Employees who elect early retirement	Yes	No	Yes	No	No	No	No	No	No	Yes
Employees who elect voluntary separation	Yes	No	No	Yes	No	No	Yes	Yes	Yes	Yes

<sup>1</sup> Employee categories are defined in Section VI, Destaffing profiles, of the Department of Energy Savannah River Site 1993 Workforce Restructuring Plan.

<sup>2</sup> 120-day notice category is defined in Section VII, Notification schedule, of the Department of Energy Savannah River Site 1993 Workforce Restructuring Plan.

<sup>3</sup> 60-day notice category is defined in Section VII, Notification schedule, of the Department of Energy Savannah River Site 1993 Workforce Restructuring Plan.

<sup>4</sup> These categories are defined in Section VIII, Destaffing programs, of the Department of Energy Savannah River Site 1993 Workforce Restructuring Plan.